

## Scrutiny Panel

All Members of the Scrutiny Panel are requested to attend the meeting of the group to be held as follows

**Monday, 5th October, 2020**

**7.00 pm**

**Until further notice, all Council meetings will be held remotely. To live view/ replay the meeting please visit: <https://youtu.be/0AjR7NncAMI>**

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**Tim Shields**

Chief Executive, London Borough of Hackney

**Members:** Cllr Ben Hayhurst, Cllr Mete Coban, Cllr Margaret Gordon (Chair), Cllr Sharon Patrick, Cllr Sophie Conway, Cllr Sade Etti, Cllr Polly Billington and Cllr Peter Snell

## Agenda

**ALL MEETINGS ARE OPEN TO THE PUBLIC**

- 1 Apologies for Absence
- 2 Urgent Items / Order of Business
- 3 Declaration of Interest
- 4 Annual report on Complaints and Members Enquires 2019/20 (Pages 1 - 20)
- 5 Mayor's Cabinet Question Time (Pages 21 - 48)
- 6 Quarterly Finance Update (Pages 49 - 104)
- 7 Minutes of the Previous Meeting (Pages 105 - 138)
- 8 Overview and Scrutiny Commission's Work Programme for 2020/21 (Pages 139 - 180)
- 9 Any Other Business

To live view/ replay the meeting please visit: <https://youtu.be/0AjR7NncAMI>

## Access and Information

### Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

### Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

### Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-health-in-hackney.htm>



### Public Involvement and Recording

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <http://www.hackney.gov.uk/l-gm-constitution.htm> or by contacting Governance Services (020 8356 3503)

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Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

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<b>Scrutiny Panel</b> <b>5<sup>th</sup> October 2020</b> <b>Item 4 - Annual Report of the Council's Complaints and Members' Enquiries service</b>	Item No  <b>4</b>
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## **OUTLINE**

This report is in accordance with the Scrutiny Panel's remit to monitor the Council's Complaints and Members Enquiries process.

Attached is the Annual Report of the service for 2019/20. It provides an analysis of the volume of complaints received, the performance of the service, and progress being made with improvement work and quality assessment from the complaints and enquiries received in order to ensure that there is learning from the service and that the learning is being adequately shared.

### **Attending for this item will be:**

**Bruce Devile**, Head of Governance and Business Intelligence

## **ACTION**

Members are asked to give consideration to the report.

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# Cover Report

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## INTRODUCTION

- 1.1 This report provides headline data related to complaints and enquiries to the Council during 2019/20.

## 2. RECOMMENDATION(S)

- 2.1 The Scrutiny Panel is recommended to: -

1. note the trends and related commentary with regards to complaints and enquiries managed during 2019/20

## 3. BACKGROUND

- 3.1 This report is in accordance with the Scrutiny Panel's remit in monitoring the Complaints and Enquiries process.

## 4. COMMENTS OF THE GROUP DIRECTOR OF FINANCE & CORPORATE RESOURCES

- 4.1 There are no additional financial implications arising from this report. The cost of staff dealing with complaints across the Council is met from within the relevant revenue budgets, as are any compensation payments made. The cost of complaints monitoring is met within the approved revenue budget of the Business Analysis and Complaints Team (BACT).

- 4.2 Such costs, however, can be minimised by ensuring that complaints are dealt with successfully at the first stage, thus reducing the numbers that proceed to later stages.

## 5. COMMENTS OF THE DIRECTOR OF LEGAL SERVICES

- 5.1 Section 3.3 of the Council's constitution outlines the terms of reference for the Scrutiny Panel. This report recommends that the panel note the trends and related commentary with regards to complaints and enquiries managed during 2019/20. It is a function as set out within the constitution that the panel coordinate and oversee the scrutiny function of the Council. This can involve considering policy development, review and examining issues of concern to local people. This report provides an overview of the level of complaints and enquiries received relating to a range of Council services together with Member and Mayor and Cabinet enquiries. It is informative in nature and assists the panel in giving consideration to how the Council engages and supports its wider community.

There are no direct legal implications arising from the contents of this report.

## APPENDICES

1 – Complaints and Enquiries Annual Report 2019/20

2 – Housing Service Self-assessment against Housing Ombudsman Service Code - September 2020

### BACKGROUND PAPERS

In accordance with Section 100D of the Local Government Act, 1972 - Access to Information a list of Background Papers used in the preparation of reports is required.

Description of document	Location	Date

<b>Report Author</b>	Simon Gray Tel: 020 8356 8218 Email: <a href="mailto:Simon.Gray@hackney.gov.uk">Simon.Gray@hackney.gov.uk</a>
<b>Comments of the Group Director of Finance and Corporate Resources</b>	Dawn Seers Group Accountant Tel 020 8356 1449 Email: <a href="mailto:dawn.seers@hackney.gov.uk">dawn.seers@hackney.gov.uk</a>
<b>Comments of the Director of Legal Services</b>	Dawn Carter-McDonald Tel: 020 8356 4817 Email: <a href="mailto:dawn.carter-mcdonald@hackney.gov.uk">dawn.carter-mcdonald@hackney.gov.uk</a>



# Appendix 1

## Complaints and Enquiries Annual Report 2019-20

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### 1. Introduction

- 1.1 This report provides an overview of the Complaints & Enquiries received in 2019/20 with a focus on volume and performance in managing and learning from them.

### 2. Volumes and Performance

- 2.1 Further detail on volumes of complaints and enquiries received in 2019/20, the way they are managed and the intelligence they provide are set out in this report. In summary, 2019/20 saw the number of stage 1 complaints fall 14% (2701 to 2322) compared to the previous year.
- 2.2 Although the top level number of complaints has fallen, there are some variances within services that have seen some increases and some reductions - para 3.7 below sets out which services. The volume of Reviews (second stage) has not changed significantly (160 compared to 161 in 2018/19). There has been an 11% decrease (1847 from 2077) in the number of Members Enquiries compared to 2018/19 levels when local elections were held. In the two areas with statutory complaints procedures, volumes of complaints have increased by 2% in Adult Social Care (84 to 86) and increased by 19% (94 to 116) in Children's Social Care. There has been a 2% rise (1,859 to 1,904) in the number of Mayor & Cabinet Enquiries.
- 2.3 160 of 2322 stage 1 complaints went on to stage 2 giving an escalation rate of 7% (up from 6% in 2018/19). The number of Reviews escalating to become formal investigations by the Local Government & Social Care Ombudsman (LGSCO) and the Housing Ombudsman Service (HOS), at 39, is significantly lower than the 61 in the previous year and equates to around 24% (38% in 2018/19) of cases exhausting the Council's complaints process.
- 2.4 Of the 39 formal investigations undertaken by both the LGSCO and HOS, 18 (46%) were upheld, down from 63% last year. It should be noted that at the conclusion of the Council's investigation of a complaint there is either fault found or not. Regardless of whether fault is found or not, complainants can, and often do, still take their concerns to the Ombudsman. As such, in some of the cases where the Ombudsman upholds a complaint it may be the case that they are mirroring the Council's earlier decision in finding fault. The remedy imposed by the Ombudsman, financial or action, could though differ from that offered by the Council.

### 3. Complaints and Enquiries Data Analysis (2019/2020)

3.1 The number of complaints received by the Council in 2019/20 fell by 14% compared to the previous year. The number of Members Enquiries have decreased by 11% in 2019/20 and Mayor & Cabinet Enquiry volumes rose by 2%.

3.2 Whilst any complaint received means the Council have, in the opinion of our residents, failed to provide an acceptable service, the numbers of complaints and those which are escalated should be viewed in the context of the size of the borough, the number of transactions and the complexity/nature of those transactions. Hackney has a population of 281,120 living in c120,000 households. Relevant to the areas with the highest volume of complaints we are the landlord for 21,819 homes and have an additional 9,437 leaseholders/freeholders, have more than 37,413 residents claiming almost £300m of benefits, with 152,654 changes in circumstances assessed per annum and issue more than 152,000 parking penalty charge notices.

Type	2015/16	2016/17	2017/18	2018/19	2019/20
Resolution Stage	2,649	3,005	2,967	2,701	2,322
Review Stage	132	130	153	161	160
Members Enquiries	1,632	1,676	1,908	2,077	1,847
Mayor & Cabinet Enquiries	1,614	1,775	1,900	1,859	1,904

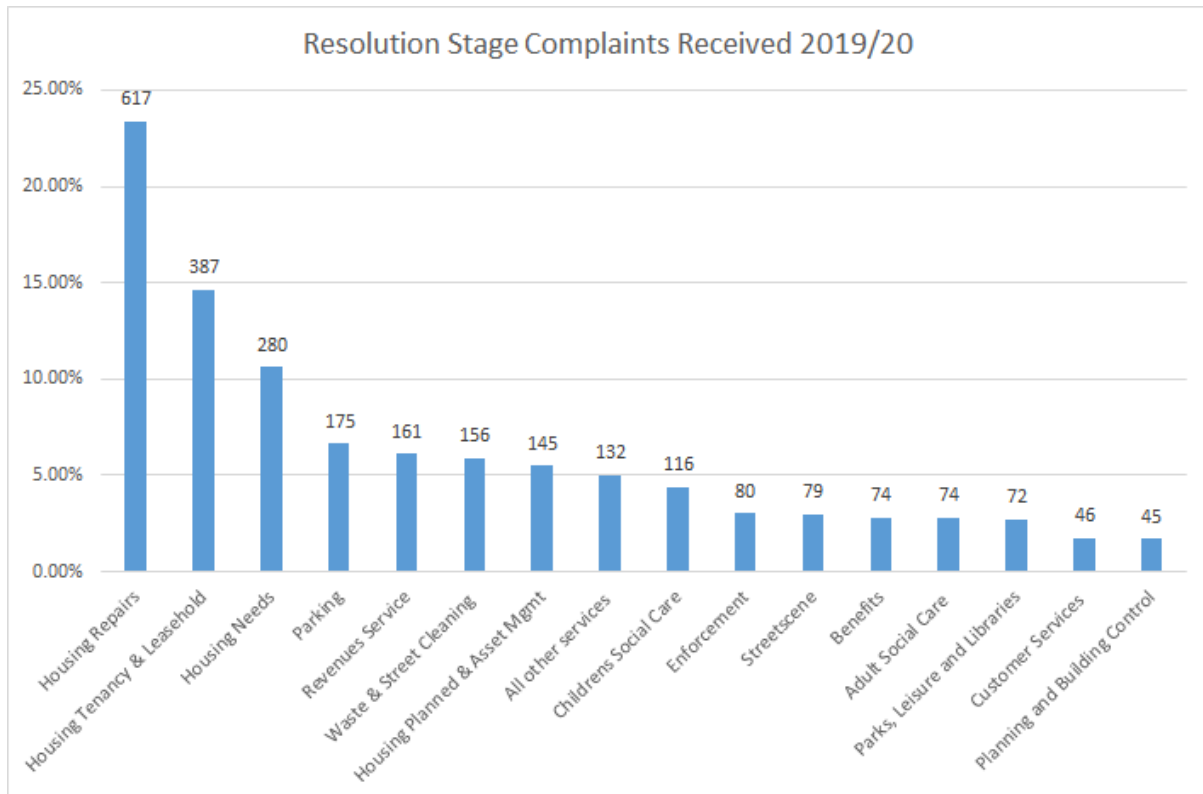
Average Response Times	2015/16	2016/17	2017/18	2018/19	2019/20
Resolution Stage Complaints	21.2 working days	20.6 working days	17.7 working days	20.9 working days	19.7 working days
Review Stage Complaints	20 working days	19.5 working days	18.9 working days	20.2 working days	20.2 working days

3.3 Volumes of Resolution (stage 1) complaints have fallen for the third consecutive year. There was also a decrease of 1.2 days in the average time taken to respond. We do not set a rigid response standard, but do aim to respond on average within 15 working days, recognising some cases are more complex and will take longer to resolve.

3.4 There were 160 Reviews (stage 2) in 2019/20, an increase of one case compared to the year before. 40% of Reviews reach an additional form of resolution compared to stage 1. The majority distributed across the following services – Housing Tenancy & Leasehold 48, Housing Building Maintenance 35, Benefits/Housing Needs 27, Parking 16 and Planned & Asset Management 13.

### 3.5 Types of Complaints

3.6 The chart below sets out the services in the Council that receive the highest volumes of first stage complaints. It is based on 2,639 cases (higher than the 2322 reported earlier in this report) as it includes Adult Social Care and Children's Act complaints as well as complaints that are allocated to more than one service.



3.7 Other than the increases in Children's Services and Housing repairs, the 14% reduction in complaints in 2019/20 is reflected by decreases across all of the higher generating services.

Less complaints:

- Parking – down 41% (299 to 175)
- Streetscene – down 41% (133 to 79)
- Customer Services – down 36% (72 to 46)
- Planned & Asset Management – down 29% (203 to 145)
- Benefits – down 24% (97 to 74)
- Parks, Leisure, Libraries – down 23% (95 to 72)
- Housing Needs – down 18% (343 to 280)
- Planning & Building Control – down 17% (54 to 45)
- Waste & Street/Estate Cleansing – down 13% (179 to 156)
- Adult Social Care – down 12% (84 to 74)
- Enforcement – down 10% (89 to 80)
- Revenues – down 7% (173 to 161)
- Housing Tenancy & Leasehold – down 5% (407 to 387)

More complaints:

- Housing Repairs – up 1.5% (608 to 617)
- Children’s Services– up 19% (94 to 116)

3.8 Almost all main services saw complaint volumes reduced this year compared to 2018/19. Parking, Housing Needs, Planned & Asset Management and Streetscene have seen the greatest reduction in actual numbers compared to 2018/19. 13% of Streetscene complaints related to new traffic schemes, a reduction on the 44% recorded in 2018/19.

3.9 2019/20 is the third consecutive year of overall complaint numbers falling with a 23% reduction since 2016/17.

3.10 The current system set-up means that non-mandatory fields are not always completed on the Pentana Complaints Software system at Resolution stage meaning that only 46% identify the ‘complaint type’. This will change from late 2020 with the introduction of the new OneCase IT system for complaints. Where ‘complaint type’ has been identified, it shows that people are complaining about service failure (25%), delays/missed appointments (14%), staff behaviour (13%), case management (11%), disagreement with policy/decision (8%) and financial dispute (6%).

### ***Ombudsman Complaints***

3.11 Following conclusion of the Council’s process, a complainant can approach one of two Ombudsman to ask for their case to be reviewed - the Local Government & Social Care Ombudsman (LG&SCO) or the Housing Ombudsman Service (HOS). In addition, those making a landlord related housing complaint can ask a Designated Person, Cllr McKenzie in our case, to decide whether he can help in reaching resolution of the issue without the need for the Housing Ombudsman to be involved.

3.12 The LG&SCO has published their Annual Report for 2019/20 and report that they undertook 26 formal investigations in Hackney last year of which 15 (58%) were upheld. The rate of upheld cases has fallen from 70% in 2018/19 and the number of cases has fallen from 30. The LG&SCO have provided detail on the 15 upheld cases which are broken down as follows – 5 x Housing (down from 6 last year), 4 x Education & Children (down from 5 last year), 3 x Adult Social Care (up from 2 last year), 1 x Planning & Development (same as last year), 1 x Highways & Transport (down from 4 last year) and 1 x Corporate & others (none last year). The LG&SCO imposed an additional £11,500 compensation in addition to that offered by the Council across the 15 upheld cases. These figures compare favourably to peer authorities in London as set out in the table below.

3.13 As reported in last year’s report, it should be noted that in April 2019 the Council, as expected, were issued with two ‘Public Reports’ by the LG&SCO relating to investigations in 2017/18. Both ‘Reports’ relate to complaints against Hackney Learning Trust (HLT) in relation to Education, Health & Care Plan (EHCP) provision. These follow one Public Report regarding Adult Social Care issued in 2016/17 and one regarding Planning Enforcement in 2015/16, which was the first the Council had received since 2007 bringing our total in the last 13 years to four. The table below sets out benchmarking data from neighbouring boroughs based on 2019/20 reports

published by the Local Government & Social Care Ombudsman on all local authorities and shows how Hackney compares.

Council	Complaints received	Detailed Investigations	Upheld (rate)	Public Reports (last 5 years)
Hackney	116	26	15 (58%)	4
Haringey	n/a	41	33 (80%)	6
Islington	n/a	24	17 (71%)	2
Newham	n/a	34	22 (65%)	0
Tower Hamlets	n/a	24	16 (67%)	2
Waltham Forest	n/a	29	20 (69%)	0

3.14 There were 14 housing related cases where the complainant formally asked for Designated Person assistance in resolving matters following the conclusion of the Council's formal complaints process. This is a significant increase on the 8 cases in 2018/19. In all cases, the Designated Person determined that there was no more to be added to the resolution already offered, allowing the complainant to approach the Housing Ombudsman if they wished to.

3.15 The Housing Ombudsman does not publish an annual letter or report and given their delays, often in the region of many months, in dealing with cases and catching up on backlogs makes year on year comparison difficult. However, we had 17 formal investigations by them in 2019/20 which is a significant decrease on the 29 in the previous year. All 17 cases investigated have been determined of which one was determined to be out of jurisdiction, 13 found no maladministration and three found service failure. There were no cases of maladministration in 2019/20 which compares favourably to the nine cases in 2018/19. The three cases finding service failure relate to delays in undertaking and concluding repairs (two) and failures in complaint handling (one).

3.16 On 7th July 2020, the Housing Ombudsman Service (HOS) published its new Code and Scheme. The amended provisions came into force on 1st September 2020. As members of the HOS Scheme Hackney Housing Services are compelled to comply with these expectations from this date. Landlords are now expected to carry out a self-assessment of their services against the Code annually (or when instructed by the HOS), with the deadline for completing the initial self-assessment set at 31st December 2020. This self-assessment must be published and made available to the public and the outcome reported to the executive. The current draft of the Self-Assessment is available in Appendix 2.

The key amendments and additions to the Code and Scheme are:

- establish and maintain a complaints procedure in accordance with any good practice recommended by the Ombudsman (member's revised policy and procedures must be in place by 31st March 2020);
- introduction of a revised definition of a complaint that effectively means that a complaint can be made in any manner, and specifies that member organisations are ultimately responsible for complaints made against any person or organisation providing services on their behalf;

- members to publish complaints procedure and make information about it easily accessible on websites and in correspondence with residents;
- default expected response time to Stage One (Resolution Stage) Complaints reduced from an average of 15 working days to 10 working days, and members must manage complaints in accordance with their published procedure or where this is not possible within a reasonable timescale;
- that the widest range of access routes for complaints is available, including social media;
- that complaint handling performance is reported on within the Annual Report, and;
- that mechanisms be put in place to ensure lessons are learnt from complaints that improve services and that evidence of this is shared with residents and governing bodies.

## **New Powers**

Crucially, the Scheme also introduces new powers for the HOS to carry out wider investigations where there is evidence of recurring themes in cases referred to the Ombudsman suggesting ‘a systemic failing’ emanating from specific areas of an organisation’s service, and where investigations result in a finding of maladministration. In such cases, the Ombudsman may also make referrals to regulatory bodies. Furthermore, the HOS now has the power to issue ‘Complaint Handling Failure Orders’ on any member organisation that doesn’t comply with the Scheme, Code, or any orders the Ombudsman makes. Complaint Handling Failure Orders for non-compliance will be issued by HOS from January 2021.

## **Hackney Housing Service Response**

Hackney Housing Service undertook an in depth review of its housing complaint handling performance and procedures in May 2020. The Review Report and the Housing Services Management Team (HSMT) decision to adopt its recommendations were informed by analysis of complaint trends, customer insights, and staff and stakeholder feedback that indicated that improvement can be made in the handling of complaints. A revised Housing Service Complaint Handling Procedure and the establishment of the Centralised Housing Complaints Team were both introduced on September 1st 2020 following approval from HSMT. A transition plan is in place to ensure effective practical implementation of the new ways of working over the coming months.

The above has meant that Hackney Housing Service is well placed to respond to the introduction of the new HOS Code and Scheme with the new time scales being the only key area that the review of the Housing Service complaints procedures had not preempted. The principal aim of the reviewed HOS Code is to introduce a standard among its members that promotes timely, effective remedies to complaints, improved accessibility, and quality customer service.

The new Hackney Housing Complaint Handling Procedures support these goals through the introduction of the ten day default time scale, a ‘Get it Sorted’ option for complaints that can be resolved within five days without the need for a full investigation with customer agreement, improved internal and external communication and

customer service promoted through initial personal contact with all complainants within two days, and dedicated, ongoing customer support provided by Senior Complaints Officers within the newly established Centralised Housing Complaints Team. As our attached draft self assessment illustrates we are either currently compliant or have plans in place to achieve compliance on all criteria and provide all required data ahead of the HOS deadlines.

### ***Members' Enquiries***

3.17 Members' Enquiries consist of a mixture of complaints, requests for service for residents and requests for information.

3.18 Average time taken to respond to Members Enquiries was 24 days in 2018/19, an increase of 6 days on the previous year despite an 11% decrease in volume compared to the year before as shown in the table below.

3.19 A breakdown of Members Enquiries by type where identified shows that they are used to raise service requests (75%), information requests (18%) and complaints (7%).

<b>Members Enquiries</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Members Enquiries Received	1,632	1,676	1,908	2,077	1,847
Average time taken to respond	15 working days	15.5 working days	15.5 working days	18 working days	24 working days

### ***Mayor and Cabinet Member Enquiries***

3.20 Each Mayor and Cabinet Member's Enquiry represents a comprehensive, personal response sent from the Mayor or Cabinet member to what are often wide ranging and complex enquiries.

<b>Mayor's &amp; Cabinet Members Enquiries</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Enquiries received (inc referrals)	1,614	1,775	1,900	1,859	1,904
Average time taken to respond	13.9 working days	19.9 working days	26.8 working days	27.9 working days	36.2 working days

3.21 Responses from the Mayor and Cabinet are subject to extensive quality assurance by the Mayor & Cabinet Office and the Mayor or relevant Cabinet member before the response is sent, and drafts are returned to departments in cases where the resident's query has not been fully answered. Until a full response is obtained,

the case will not be concluded, and therefore this process puts significant pressure on response times.

3.22 The total number of enquiries received in 2019/20 has remained relatively consistent at 1,904 (a slight increase in the 1,859 cases received in 2018/19). While a focus on referring residents directly to service areas to negate an increase in volumes has continued, this unfortunately did not prevent an increase in response times to an average of 36.2 days.

3.23 The priority for Mayor and Cabinet casework continues to be resolving issues before responses are sent and ensuring a comprehensive and personal reply, and whilst this has meant that the quality of responses sent by the Mayor and Cabinet remains consistently high, this has had an ongoing impact on response times; the increasing complexity of cases raised with the Mayor and Cabinet, and ongoing demands on the Mayor and Cabinet Members' availability to sign-off responses, also has an impact.

3.24 It is anticipated that the current and ongoing review of casework processes and forthcoming move to a new Council-wide casework system will improve response times in the coming year. In the meantime, additional short term capacity and a move to an interim and fully paperless mode of working put in place to facilitate homeworking during the Covid-19 pandemic has already delivered a significant improvement to average response times; despite 926 cases being responded to in Q1 (almost 50% of the entire 2019/20 caseload), the average response time reduced significantly to 25.4 working days, meaning that it is now more in line with Member Enquiry response times.

### **Adults Social Care & Children' Social Care Complaints**

3.25 Processes for dealing with complaints relating to the social care of both adults and children are set down in specific legislation meaning they are managed differently from complaints about all other Council services. Although they are held on the corporate complaints system and are managed in line with all other complaints if they escalate to the Ombudsman, the different stages, timeframes and the confidential nature of investigations means they are handled separately by officers in those services.

### **Adult Social Care Statutory Complaints**

3.26 The table below shows the figures related to complaints covered by the statutory Adult Social Care (ASC) process.

<b>Complaints</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
Numbers Received	96	127	120	84	74
Average time taken to respond	33 working days	21 working days	28 working days	55 working days	35 working days



3.27. There has been a decrease in the volume of ASC cases compared to 2018/19. In addition, the average time taken to respond to complaints has also decreased significantly. It should be noted that there is no specific time limit for responding to ASC complaints. However, the service aim to resolve such complaints within 20 working days where possible. There are occasions, particularly where a complaint involves more than one team or has several strands to address, when cases take longer to investigate. Where more time is needed the complainant is made aware and kept updated throughout the process.

3.28 The complaints received in 2019/20 were raised in relation to:

- The standard of care delivered (20%)
- The outcome of an assessment or the care package implemented (16%)
- Communication (15%)
- Delays (15%)
- The standard of service delivered (non-care) (13%)
- ASC process (5%)
- Other i.e. finance/direct payments (16%)

3.29 In 2019/20, the LG&SCO have reported in their Annual Report that six Adult Care Services complaints were formally investigated of which three were upheld and three not upheld.

### ***Children’s Social Care Complaints***

3.30 The number of complaints reported on page five include all corporate complaints and Children’s Act complaints made about the service whereas the figures below exclude pre-stage complaints and corporate complaints. The number of Stage 1 Children’s Social Care complaints has decreased since the previous year however, proportionately the number of complaints escalating to stage three has increased.

<b>Children’s Social Care Complaints</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
<b>Stage 1 Local Resolution</b>	37	49	32	32	25
<b>Stage 2 Investigation</b>	8	9	10	9	8
<b>Stage 3 Review Panel</b>	2	2	1	5	6

3.31 In terms of the nature of complaints, issues relating to communication and staff conduct were the most common reasons for complaints. The majority of the complaints were in relation to the Family Intervention and Support Service (most in the Children in Need Service), which is the largest service area.

3.32 In 2019/20, the LG&SCO have reported in their Annual Report that 3 Children’s Social Care complaints were formally investigated, all of which were upheld.

## Appendix 2

### Housing Service Self-assessment against Housing Ombudsman Service Code - September 2020

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1	Definition of a complaint	Yes	No
	<p>Does the complaints process use the following definition of a complaint?</p> <p>“An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents”.</p> <p><b>Hackney Housing Service Response:</b></p> <p>Definition adopted 1 September 2020 in new Housing Complaint Handling Procedure.</p>	✓	
	<p>Does the policy have exclusions where a complaint will not be considered?</p>	✓	
	<p>Are these exclusions reasonable and fair to residents?</p> <p>Evidence relied upon</p> <p><b>Hackney Housing Services Response:</b></p> <p>Our exclusion policy aligns with Housing Ombudsman best practice advice.</p>	✓	
2	Accessibility		
	<p>Are multiple accessibility routes available to residents to make a complaint?</p> <p><b>Hackney Housing Service Response:</b></p> <p>Complaints can be made via online form, email, post, telephone, and in person to any member of staff. Social media accounts (Facebook &amp; Twitter) are also available to raise issues.</p>	✓	
	<p>Is the complaints policy and procedure available online?</p> <p><b>Hackney Housing Services Response:</b></p>	✓	

	Updated procedure will be made publicly available on Hackney Council's website following HMT approval Sept 2020.		
	Do we have a reasonable adjustments policy?	✓	
	Do we regularly advise residents about our complaints process?	✓	
<b>3</b>	<b>Complaints team and process</b>		
	<p>Is there a complaint officer or equivalent in post?</p> <p><b>Hackney Housing Services Response:</b></p> <p>Stage 1: 3 Senior Complaints Officers (SCOs) and 1 Complaints Manager within the Centralised Housing Complaints Team (CHCT).</p> <p>Stage 2: 4 Performance Officers, 1 Performance Analyst and the Head of Service, Corporate Business Intelligence &amp; Member Services</p>	✓	
	Does the complaint officer have autonomy to resolve complaints?	✓	
	<p>Does the complaint officer have authority to compel engagement from other departments to resolve complaints?</p> <p><b>Hackney Housing Services Note:</b></p> <p>Hackney Housing Complaint Handling Procedure includes a management escalation process. This ensures that where delays from Investigating Officers acknowledging and/or actioning their investigations is identified, a system of referral through the line management structure is implemented, and necessary timely action taken.</p>	✓	
	<p>If there is a third stage to the complaints procedure are residents involved in the decision making?</p> <p><b>Hackney Housing Services Note:</b></p> <p>Hackney Housing Service's procedure doesn't employ a 3rd stage, in line with the best practice recommendation of the Housing Ombudsman Service.</p>	N/A	N/A
	Is any third stage optional for residents?	N/A	N/A

	Does the final stage response set out residents' right to refer the matter to the Housing Ombudsman Service?	✓	
	Do we keep a record of complaint correspondence including correspondence from the resident?  <b>Hackney Housing Service Response:</b>  Record management will be further improved on adoption of the OneCase complaints management application (due Nov 2020) that allows all records to be kept in one place without the need for the use of a number of programmes.	✓	
	At what stage are most complaints resolved?  <b>Hackney Housing Service Response:</b>  Stage 1 - Resolution Stage. 2019/20: 92%		
<b>4</b>	<b>Communication</b>		
	Are residents kept informed and updated during the complaints process?  <b>Hackney Housing Service Response:</b>  The new procedure provides that SCOs (CHCT) make initial phone contact and maintain ongoing liaison with residents for the life of the complaint.	✓	
	Are residents informed of the landlord's position and given a chance to respond and challenge any area of dispute before the final decision?  <b>Hackney Housing Service Response:</b>  The new procedure provides that the investigating officer discusses any proposed resolution with the SCO. The SCO then discusses this with the complainant before the final response is sent. This not only gives the complainant an opportunity to respond and challenge any area of dispute, but also affords a chance to review the response if it is felt that any dispute can be reconciled by doing so.	✓	
	Are all complaints acknowledged and logged within 5 days?  <b>Hackney Housing Service Note:</b>  Hackney Housing Service target is 48 hours or less.	✓	

	Are residents advised of how to escalate at the end of each stage?	✓	
	<p>What proportion of complaints are resolved at stage one?</p> <p><b>Hackney Housing Service Response:</b></p> <p>2019/20: 92%</p>		
	<p>What proportion of complaints are resolved at stage two?</p> <p><b>Hackney Housing Service Response:</b></p> <p>2019/20: 8%</p>		
	<p>What proportion of complaint responses are sent within Code timescales?</p> <p><b>Hackney Housing Service Response (2019/20 figures reported align to the previous Code):</b></p> <ul style="list-style-type: none"> <li>● Stage one: 54.84%</li> <li>● Stage one (with extension): Unknown</li> <li>● Stage two: 68.54%</li> <li>● Stage two (with extension): Unknown</li> </ul> <p>Note: It is not possible to provide statistics against the new Code at this time effective as of 01 September 2020. The deadline for submission and publication of this self assessment is 31/12/2020. Provisions have been made ensuring we report against new Code (including extensions) for 1 Quarter at that time and annually for future assessments.</p>		
	<p>Where timescales have been extended did we give good reason?</p> <p><b>Hackney Housing Service Note:</b></p> <p>This is a central tenet of the new Hackney Housing Complaint Handling Procedure.</p>	✓	
	<p>Where timescales have been extended did we keep the resident informed?</p> <p><b>Hackney Housing Service Note:</b></p> <p>This is a central tenet of the new Hackney Housing Complaint Handling Procedure.</p>	✓	
	What proportion of complaints do we resolve to residents' satisfaction?		

	<p><b>Hackney Housing service Response:</b></p> <p>Housing Complaints Customer Satisfaction Survey 2019/20:</p> <p>24.7% of respondents reported being fairly or very satisfied with the way the Council handled their complaint.</p> <p>The new Hackney Housing Complaint Handling Procedure will help to improve customer satisfaction via its focus on direct customer contact and support, timely and effective remedies, consistent corporate quality standards, and incorporating lessons learnt from complaints into the strategic management arena.</p> <p>Note: Questionnaire review under discussion to ensure survey questions align with those we must report on here.</p>		
<b>5</b>	<b>Cooperation with Housing Ombudsman Service</b>		
	Were all requests for evidence responded to within 15 days?	✓	
	Where the timescale was extended, did we keep the Ombudsman informed?	N/A	
<b>6</b>	<b>Fairness in complaint handling</b>		
	Are residents able to complain via a representative throughout?	✓	
	If advice was given, was this accurate and easy to understand?	✓	
	<p>How many cases did we refuse to escalate? What was the reason for the refusal?</p> <p><b>Hackney Housing Service Response:</b></p> <p>No cases have been refused escalation. On occasion, escalation requests are referred back to the service to resolve minor outstanding issues which can be put right without need for escalation.</p> <p>The new procedures promise to pre-empt these through the early option to resolve complaints within 5 days, and the implementation of discussing the proposed resolution at Stage 1 with the complainant and to consider reviewing the final resolution if a reasonable alternative resolution can be agreed.</p>		
	Did we explain our decision to the resident?	N/A	
<b>7</b>	<b>Outcomes and remedies</b>		

	Where something has gone wrong are we taking appropriate steps to put things right?	✓	
<b>8</b>	<b>Continuous learning and improvement</b>		
	<p>What improvements have we made a result of learning from complaints?</p> <p><b>Hackney Housing Service Response:</b></p> <p>The new Housing Complaint Handling Procedure and the establishment of the CHCT (both September 2020) were a direct result of an in depth review of the previous complaint handling processes. The review and the HSMT decision to adopt its recommendations were informed by analysis of complaint trends, customer insights and staff and stakeholder feedback. This will lead to improved complaint handling including identifying, communicating, and acting strategically on lessons learnt from complaints.</p> <p>Mechanisms include:</p> <ul style="list-style-type: none"> <li>● Reviewed monthly performance report covering all elements of the complaints handling process with greater focus on quality assurance and the steps taken to address resident dissatisfaction with handling of complaints.</li> <li>● Pentana dashboard provides both CHCT and Housing Service managers the ability to monitor complaints handling performance robustly. This dashboard provides live data on the following: <ul style="list-style-type: none"> <li>(a) overall caseload volumes by service area and complaint/enquiry;</li> <li>(b) number of complaints/enquiries opened and closed within the last seven days;</li> <li>(c) number of complaints/enquiries closed each month;</li> <li>(d) workloads by individual CHCT officers.</li> </ul> </li> <li>● Quarterly reports presented to HSMT focus on lessons learnt for strategic use in improving performance.</li> <li>● The Council is planning to introduce the new complaints management system (OneCase, November 2020). A similar performance management dashboard will be created.</li> <li>● The new system has improved functionality in identifying complaint themes, monitoring progress in delivering follow up works, and capturing lessons learnt.</li> </ul>		
	<p>How do we share these lessons with:</p> <p><b>Hackney Housing Service Response:</b></p> <p>a) Residents?</p>		

	<p>Hackney Housing Service will publish information to residents relating to how we have learnt from complaints to improve services via the Hackney Housing Service Annual Report (published annually in October).</p> <p>Reports will also be provided to the soon to be reinstated Resident Scrutiny Panel for their consideration.</p> <p>b) The board/governing body?</p> <p>The Hackney Management Team (HMT) and Housing Services Management Team (HSMT) will also be presented with lessons learnt leading to service improvement within the Hackney Housing Service Annual Report.</p> <p>Lessons learnt from complaints in Housing will also be shared with the Scrutiny Committee (elected members) within the Corporate Complaints Report (October annually).</p> <p>c) In the Annual Report?</p> <p>Service improvements that have been informed through complaint lessons learnt mechanisms will be included within the Annual Report.</p>		
	<p>Has the Code made a difference to how we respond to complaints?</p>	<p>✓</p>	
	<p>What changes have we made?</p> <p><b>Hackney Housing Service Response:</b></p> <ul style="list-style-type: none"> <li>● Reviewed and amended the Housing Services Complaint Handling Procedures and Policies.</li> <li>● Adoption of the 10 day timescale for stage one complaint responses.</li> <li>● Created new mechanisms to report on key data required by the new Code self assessment and to share and publish information relating to complaints with internal and external stakeholders and governance bodies.</li> </ul>		





<b>Scrutiny Panel</b> <b>5<sup>th</sup> October 2020</b> <b>Item 5 – Mayor’s Cabinet Question Time</b>	Item No  <b>5</b>
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## OUTLINE

A key element of the scrutiny function is to hold the Mayor and Cabinet to account in public as part of a Cabinet Question Time Session. The Mayor’s Question Time is the responsibility of the Scrutiny Panel.

The Mayor is given advance notice of the topic areas which will be the focus of the questions and the Scrutiny Panel agreed the session will cover Building Back Better with questions around:

- Lessons learned by the council and what could be done differently
- Long term financial implications on our communities
- How the council aims to reduce inequalities particularly systemic racism
- How the council plans to engage the whole community in building back better.

## Report attached

- Rebuilding a better Hackney

Below are links to the last session with Mayor Glanville on 3<sup>rd</sup> February 2020 and 13<sup>th</sup> May 2020.

<http://mginternet.hackney.gov.uk/mgAi.aspx?ID=35946>

<http://mginternet.hackney.gov.uk/mgAi.aspx?ID=36424>

Attending for this item:

- **Mayor Philip Glanville**

The [Mayor, Philip Glanville](#), is the lead within Cabinet on the following areas:

- property
- digital and ICT
- strategic communications and consultations (with support from the Cabinet member for families, early years and play)

- devolution and policy (with support from the Cabinet member for community safety, policy, and the voluntary sector)
- customer services, casework review and complaints
- Woodberry Down regeneration
- private sector housing and housing affordability (supported by a mayoral adviser as outlined below)
- chair of Health and Wellbeing Board

## **ACTION**

Members are asked to give consideration to the response and ask questions.



# REBUILDING A BETTER HACKNEY

The impact of coronavirus on Hackney  
and our priorities in the next phase

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# FOREWORD

Coronavirus has had a devastating impact on Hackney. Too many families have dealt with the grief of losing a loved one too soon, with many more still recovering from the effects of the virus.

At the time of writing, 225 Hackney residents have died from coronavirus. These are parents, grandparents, friends, community leaders and NHS heroes and key workers who put themselves at risk to help others and they leave a deep gap not just in the lives of those who knew them, but the borough as a whole.

We will continue to mourn these tragic losses, and do everything we can to help those still being affected, whether getting back to full health or being struck down by the thankfully smaller and reducing number of new infections.

This year has been a test for our country, our borough and every household. Many of us have worried about our health, our job and income, or simply not being able to see our loved ones.

As a Council, we've prioritised those most vulnerable in our response. We've delivered thousands of food boxes and essential supplies to those that need help. We've put an unprecedented financial support



package in place for residents who are struggling and small businesses facing an uncertain future. And our staff have worked tirelessly to continue to maintain our public spaces to give everyone a place to exercise and relax – often in the face of huge challenges.

Alongside the incredible efforts of Hackney's NHS workers and Council staff, I've never been prouder to represent you. To everyone who has volunteered their time to support those who need help, helped through mutual aid groups or

made supplies for those on the frontline, or simply stood shoulder to shoulder with your neighbours to pay tribute to key workers – thank you.

I make no claim that Hackney's response has been 'world-beating' or perfect – simply that we listened to our local communities and together, as residents, staff and partners, tried to do what was right for our borough.

By working together, we have seen the rate of new infections and deaths come down, Homerton Hospital has not been overwhelmed and – while we are not out of the woods yet – some local businesses and services are starting to reopen. This new normal looks set to stay for some time, and it's essential that everyone continues to follow the rules, observe social distancing and treat their community with respect.

Sadly, while we have all been affected in some way, this crisis has exposed the cruel inequality in our society, including a disproportionate impact on our diverse communities. We also cannot ignore that those with the least resources to cope have been affected most. This report sets out what we know so far about the impact of coronavirus on Hackney and what our priorities will be as we enter a new phase of managing it.

The crippling impact of additional spending to deliver essential and new services, coupled with a loss of income from closed services and properties, means we face a £68million budget shortfall this year alone – equal to half of the entire Government cuts to our budget since 2010 in just one year.

Despite these challenges, we are clear that we must support those most disadvantaged in our borough, campaign on their behalf and seek a more equal recovery. We must stand behind our small businesses, and seize the opportunity to rebuild a more inclusive local economy driven by what profits our society, not just big business or shareholders. And we must build on some of the emergency transport and environmental measures we've taken as we make a permanently greener and cleaner Hackney.

We must rebuild a better Hackney as we come out of the first phase of this crisis. It must be our mission to end rough sleeping, ensure nobody in Hackney goes hungry, get the vulnerable the support they need, support the inclusive economy, keep building the homes the borough needs and ensure a clear employment and skills offer available to all – whether someone is coming off furlough and losing their job, or is a young person leaving school or college and needing support to start their career.

Over the next few months, we'll get on with implementing some of the plans in this report, consult and listen to you about your ideas and, where we need extra powers or funding from the Government, we will ask for them. At the heart of all our work will be our ambition to make Hackney a fairer, more equal borough.

Philip Glanville  
Mayor of Hackney

# CORONAVIRUS – ITS IMPACT ON HACKNEY



At the time of writing, 225 Hackney residents have died with coronavirus, and while the confirmed number of cases stands at more than 920, earlier difficulties in accessing testing mean this figure is likely to be much higher.

We know that factors like age, sex, ethnicity, deprivation and occupation have an impact on the risk of contracting and dying from coronavirus. In particular, the

risk of infection for South Asian and Black adults is significantly higher compared to their White counterparts.

## IN HACKNEY:

Almost half of all confirmed coronavirus cases have been among residents aged 60 or over (this covers both Hackney and the City of London).

**90%**

of those that died had other pre-existing conditions.

**69%**

of residents who died with coronavirus were born outside of the UK, but only

**54%**

of people who died were employed in routine and manual occupations, where their occupation was known whereas only

**37%**

of Hackney residents were born outside of the UK.

**32%**

of Hackney residents worked in these jobs at the last census.

The odds of infection for South Asian and Black adults are significantly higher compared to White adults.



This is echoed in the Public Health England report, which found that those of Black African or Black Caribbean ethnicity are almost twice as likely (1.9) to die due to Covid-19, as are men of Bangladeshi and Pakistani ethnicity (1.8), with women of Bangladeshi and Pakistani ethnicity (1.6) also facing a heightened risk.

We know that this points to far wider inequalities in our society. For example, we know that those underlying health conditions which increase the risk of dying from coronavirus are more common among people living in deprived communities. We also know that systematic discrimination means that minority ethnic groups, and in particular Black people, are more likely to work in those manual occupations where there is a higher risk of dying from coronavirus. These, and other systemic inequalities, have led to the disproportionate impact of coronavirus on Hackney residents.



We need to acknowledge this and work to address these inequalities. We will be leading work here in Hackney to do this through our Health and Wellbeing Board and repeat here our call on the national government for a full, independent inquiry into coronavirus so that we can fully address the underlying inequalities in our society that the disease has made so apparent.

## IMPACT OF LOCKDOWN ON RESIDENTS

According to NHS data at the time of writing, 7,760 residents in Hackney and the City of London were identified on the shielded patients list, meaning they were at a higher risk from coronavirus and are clinically vulnerable. These residents were advised to take extra steps to protect themselves and received food and essential supplies directly from the Government.

70% of the people who approached the Council for help said they were struggling to pay for food, and a large majority receive Housing Benefit and/or Council Tax Support and live in social housing.



There has been a significant financial impact for many households as workers have been furloughed or made redundant. According to HMRC data, as of 11 June, 34,000 workers had been furloughed from businesses registered in Hackney through the Government's Coronavirus Job Retention Scheme. While this accounts just for those jobs registered in Hackney (not jobs Hackney residents hold in other boroughs) it illustrates the scale of the furlough scheme and the potential impact, both now and as the scheme comes to an end, on residents.

The Council's Housing Needs team has seen an increase in requests for advice. As households' incomes drop, more households are likely to experience rent arrears, and for those in the private sector in particular, the relatively low levels of Local Housing Allowance, coupled with the benefit cap for households where no one is working, leave households exposed to the risk of eviction when the current ban ends.

The Greenhouse, which provides housing and health support for homeless people in Hackney, has seen approaches double.

At the time of writing, Jobcentre Plus centres are processing around 1,000 new Universal Credit claims a week, a 60% increase and since the beginning of March, there have been more than 1,000 new applications for Council financial support, including:

**716**  
applications for  
Discretionary Housing Payments

**168**  
applications to the  
Discretionary Crisis Support Scheme

**157**  
applications to the Council  
Tax Reduction Scheme

Over 4,000 Rose Vouchers, which can be exchanged for fresh fruit and vegetables, have been accepted at Council-run markets.





Referrals to the Council’s Domestic Abuse Intervention Service have increased by 60 per cent during lockdown, from around 25 cases per week to almost 40.

From March until June, schools in Hackney were closed except to children of essential workers and vulnerable children. A phased return of most primary schools – for early years settings, Reception, Year 1 and Year 6 – started in June, with secondary

schools opening similarly for Year 10 and 12 later that month. We argued that it was important that reopening was safe, and the Hackney Learning Trust and the Council supported schools to make individual decisions about opening and provision for parents to continue education at home. More recently we were finally able to distribute over 1,500 laptops to vulnerable young people impacted by the digital divide.

## IMPACT ON BUSINESS

The enforced shutdown of many businesses and social distancing rules have had a significant effect on Hackney’s local economy and the ability of businesses to operate.

The Council’s recent surveys of businesses found that:

**77%**  
were closed

**95%**  
had lost income

**25%**  
had staff who were self-isolating and unable to work

**24%**  
had made staff redundant

**7.5%**  
had staff who were scared to work because of infection risk

**79%**  
had furloughed staff

**3 in 4**  
faced a loss of more than three-quarters of their income

**50%+**  
More than half cannot sustain further losses in income

Only around 2,500 businesses in Hackney will receive the Government’s 100% business rate relief applied in response to coronavirus, and around 5,000 are eligible for the Government’s grants programmes. This leaves thousands of businesses in Hackney who are in premises and pay business rates but cannot access this support. The £3.4m provided by the Government for the Council to run a further discretionary grant scheme will not be enough to provide support to most of these businesses.

1 in 10 jobs in Hackney is in the creative industries. The majority of cultural organisations that responded to a Council survey said they have suffered a loss in income, expect to be moderately or severely affected by coronavirus, and to date have not been able to apply for Government funding packages.



# IMPACT ON COUNCIL SERVICES

Frontline staff – such as care, parks and waste workers – have worked tirelessly to ensure vital services that residents rely on continue, often in the face of increased demand. Those traditionally seen as back office staff were critical to ensuring those residents and businesses that needed advice, humanitarian assistance and financial support got it.

While Council buildings have been closed to the public, services continue to operate and the majority of the Council’s staff now work from home. Some staff have volunteered to be redeployed to support essential services during the crisis, stepping into new roles to help ensure we can continue to meet residents’ needs.



## As a result of coronavirus, the Council faces a £68million budget shortfall this year



Additional spending on key frontline services during the pandemic, coupled with losses in Council Tax, Business Rates and other income, have also impacted on the Council’s finances:

- **As a result of coronavirus, the Council faces a £68million budget shortfall this year**
- **The funding gap is equivalent to half of the £140m in government grant cuts the Council has received since 2010 – in just one year**
- **So far, the Council has received around £20million from the Government in emergency financial support – a quarter of what is needed. While an arrangement to cover some of the Council’s lost income has been announced, it will still leave a funding gap.**



# OUR RESPONSE SO FAR



Page 31

Hackney Council has worked hard to respond to the coronavirus pandemic and ensure that residents and businesses who need support get it.



**600** volunteers deployed



**800,000** items of PPE issued to staff and external providers\*  
\*Including individual items (ie each glove)



**14,000** emergency food parcels delivered



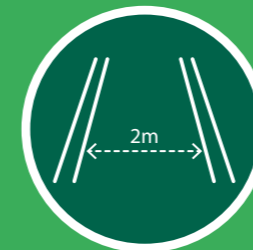
**7,300** calls made to vulnerable tenants and leaseholders



**170** rough sleepers off the streets



**£62.5** million in government grants paid to nearly **4,300** businesses



**7** pavements widened  
**6** roads closed to aid social distancing



Over **1,500** laptops sent to students that need them



**£62,000** in Council rent relief for voluntary and community organisations

### Protecting public health

The Council has supported the Government's testing programme, including the operation of Mobile Testing Units in Dalston and Stamford Hill. More than 5,000 people have been tested at these centres and we are creating more capacity in response to local need.

The Council has developed a Local Outbreak Control Plan to guide the Hackney & City response which will be a constantly evolving document overseen by our new Local Outbreak Board, and will shape our implementation of the NHS Test and Trace system. On a day-to-day basis, this work will be managed by a local Health Protection Board which is made up of key local partners and involves the voluntary sector. The Council is also participating in the London Good Practice Network (one of 11 nationwide and led in London by Camden), to play a critical friend on issues of concern and rapidly implement this plan, evaluate and share learning. Within this network, the Council is co-leading on the communications strategy and the use of data, and training up a network of community outreach workers.

### At-risk residents

The Council has placed over 170 people in emergency accommodation including those with 'no recourse to public funds', to make sure those sleeping rough – or at risk of sleeping rough – during the coronavirus crisis have a safe place to live, in line with our commitment to end rough sleeping.

In partnership with Volunteer Centre Hackney and Hackney CVS, around

600 local volunteers have been recruited to support vulnerable residents – whether helping to do shopping or pick up essentials or simply regularly checking in with isolated or lonely people. Despite shielding or staying at home, many residents have still played their part in supporting their community.

The Council set up an emergency food distribution centre in Hackney Wick – an entirely new service – to deliver essential food and supplies to residents who needed support. This service has delivered more than 14,000 parcels since March, with a dedicated helpline taking thousands of calls from people asking for different forms of assistance. It also acted as a PPE hub and distribution centre for Hackney Foodbank.

There are specific religious barriers that might have prevented the Orthodox Jewish Community from finding out about coronavirus with not all households online or accessing national media. We therefore set up a dedicated helpline in the community. The Orthodox Jewish community also faces very specific barriers to accessing government support for shielding residents, because of the way food needs to be stored to be in line with Kosher requirements. We have worked with partners from the Orthodox Jewish community to set up a Kosher food hub run by Bikur Cholim, with support from the Council.

Ridley Road Market remained open throughout the crisis to traders selling fresh fruits and vegetables and essential supplies, with vouchers accepted for families on low incomes.



## 20,000 families and single people on low incomes have received a further rebate of up to £150 on their Council Tax bill

The Council's Adult Social Care service has continued to care for its clients, with hundreds of thousands of items of PPE provided so that staff can continue to complete their vital work. The Council's four care homes have also been supported with extra funding and a dedicated team.



With schools closed and warnings about the risks of children spending more time online, the Hackney Safer Schools app, which offers vital safeguarding information and advice, was launched by the Council to provide support on topics including online bullying, mental health, sexting, media literacy, gaming and sexual exploitation online.

Nearly 400 older and vulnerable Council tenants are receiving help, advice or simply a friendly chat through the Council's Let's Talk initiative – ensuring that self-isolation

doesn't mean social isolation for people feeling lonely, stressed or anxious during the pandemic. Older people are most likely to be digitally excluded in Hackney and are more likely to be cut off from social contact and services that have gone online, hence the importance of initiatives like Let's Talk.

Schools have provided Free School Meal vouchers for the parents of eligible students – including through the school holidays and we successfully fought for it to be expanded and continued into the summer holidays.

### Financial support for residents

To date, around 20,000 families and single people on low incomes have received a further rebate of up to £150 on their Council Tax bill through the Government scheme, and the Council has invested an additional £500,000 into its Discretionary Crisis Support Scheme, which residents can apply to for urgent financial support with emergency needs. A further £120,000 has been invested to support Discretionary Housing Payments for those needing support to pay rent.

The Council has also set up a £100,000 fund to support local residents financially impacted by the coronavirus crisis but unable to access the welfare system due to their immigration status and the inhumane 'no recourse to public funds' classification.

## SUPPORTING LOCAL BUSINESSES AND THE LOCAL ECONOMY

The Council's measures to support small businesses – including its own tenants – and boost the local economy have included:

- A three-month no-quibbles rent deferral for all 300 commercial tenants, with an ongoing review of future payments, as well as suspension of enforcement or eviction proceedings
- Application of the Government's business rate relief for eligible businesses, with the cancellation of direct debit payments due for existing 2020/21 bills
- Urgent payment of coronavirus business grants and a new discretionary business grant scheme, with £60 million distributed to date
- The suspension of all commercial waste payments for businesses that have been forced to close
- The suspension of any fees and charges due from street market traders unable to trade
- Payments to local businesses for services provided to the Council made immediately rather than within 14 days

The Council's Hackney Business Network has regularly communicated with its members and worked with the Federation of Small Businesses and East End Trades Guild to connect businesses to support. The Hackney Business Network has also provided businesses with free social distancing materials to use in premises that have recently reopened.



# SUPPORTING CHARITIES AND THE VOLUNTARY SECTOR

Local voluntary and community organisations have played a crucial role in the borough’s response to coronavirus while facing their own financial challenges, we have:

- **Cancelled rent for four months for voluntary and community organisations who rent Council buildings**
- **Signed up to the London Funders commitment to the sector, offering flexibility with programme delivery, finance and reporting together with support**
- **Lifted restrictions on how organisations can use our normal grants**
- **Funded an accelerated small grants programme to support hyper-local and grassroots-based responses to coronavirus**
- **Invested in Hackney Giving’s coronavirus grants programme to encourage match funding from individuals and corporate donors**
- **Provided further financial support to organisations to mitigate long-term financial impacts**

Cancelled rent for four months for voluntary and community organisations who rent Council buildings



# CHILDREN AND YOUNG PEOPLE

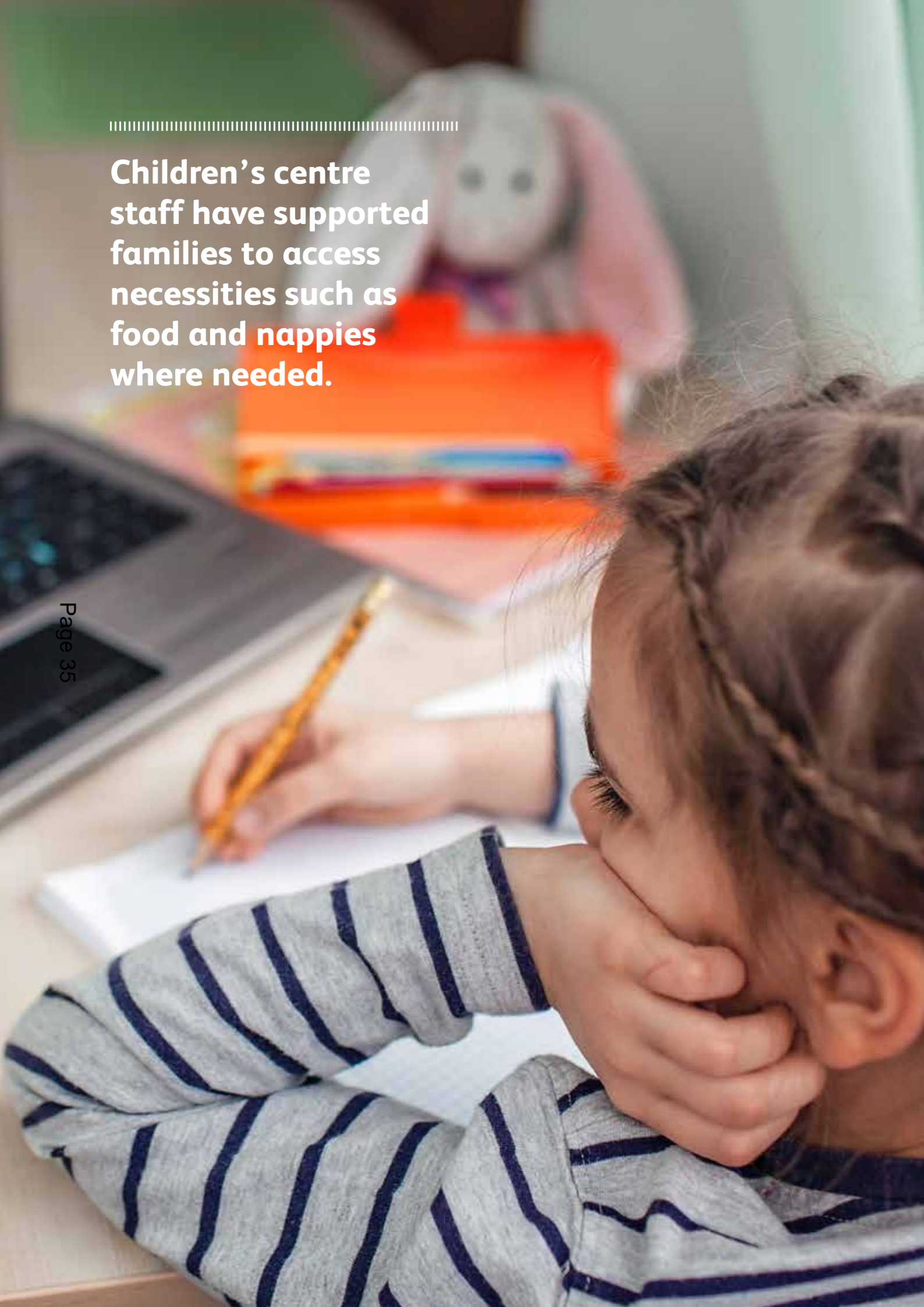
From the initial announcement of schools closing on 17 March, Hackney Learning Trust has been providing guidance and support for all Hackney schools. We provided initial support on early set up of learning at home and safe provision in school for key workers’ children and vulnerable children. We have provided daily bulletins to schools with the latest local and national guidance. School

improvement partners have been in weekly contact with headteachers of maintained schools. As we moved towards further opening from 1 June, Hackney Learning Trust has run online webinars for headteachers and governors. This is in addition to weekly meetings with special school headteachers and weekly meetings with union representatives.

## During the crisis, on behalf of the Council, the Hackney Learning Trust has:

- **Supported secondary schools through the unprecedented process of having no formal examinations this summer, providing advice and guidance about the process of teacher assessment including how to ensure the avoidance of bias in the awarding of grades**
- **Worked closely with schools and Children and Families Service to ensure a safety net of partnership work between education and social care was in place to support vulnerable children – or those for whom safeguarding concerns emerged during this period**
- **Worked to ensure that for pupils in Year 6, the transition from primary to secondary school goes as well as possible**
- **Provided online learning materials for all ages via its website and worked to distribute the laptops provided by the government**
- **Preparing for the summer, facilitated 15 school based summer activity camps, providing for over 600 children**





Children's centre staff have supported families to access necessities such as food and nappies where needed.

Young Hackney ran an online programme during the Easter holidays, and continues to run its Youth Hub activities online where possible. Youth workers have stayed in touch with young people, continuing to support them remotely, and families linked with Hackney Children's Centres have received practical resources to support their wellbeing and parenting. Children's centre staff have also been available to provide advice on housing and welfare, and have supported families to access other necessities such as food and nappies where needed.

have remained open throughout the lockdown for the children of key workers and vulnerable pupils, and most schools have now reopened for some pupils ahead of the summer holidays.

The early years team have been supporting the wider network of childcare provision by independent nurseries, childminders and playgroups. They have provided guidance and individual support.

Finally, the Council's Young Futures Commission has organised a series of

## Young people have raised a variety of issues affecting their lives – including education and employment, health and wellbeing, the impact of domestic violence, digital poverty and the length of lockdown restrictions

The Disabled Children's Service opened up its Short Breaks offer, enabling options such as the purchase of equipment to use at home, and is now expanding this to include outdoor face-to-face or online sessions such as sports, exercise, cycling, drama, dance coaching and lessons. The Local Offer was updated to reflect the changes to services and to offer online resources to children, young people and families with SEND, such as social stories explaining the changes brought about by coronavirus.

video calls for young people to give them a safe space to discuss the issues affecting them. Young people have raised a variety of issues affecting their lives – including education and employment, health and wellbeing, the impact of domestic violence, digital poverty, disproportionate policing and the length of lockdown restrictions. Students raised specific concerns about predicted grades, applying and starting University and other courses in September and general disengagement, amid family conflict and overcrowding at home. All of these have helped inform our response to the crisis and will continue to shape future work going forwards.

Individual schools are providing educational materials and support where possible to help parents to home-school children. Schools and childcare settings

### Council tenants and leaseholders

Clear measures have been put in place to protect tenants and leaseholders in the Council's 30,000 homes as much as possible during the pandemic, while ensuring the Council continues to fulfil its responsibilities as a landlord during the lockdown period.

The priority has been to ensure the most vulnerable Council residents have the help they need by identifying those who require additional assistance due to their age, health or other circumstances, with some housing staff redeployed to focus on this essential support.

The Council has continued to provide repairs and maintenance services for urgent and emergency issues throughout the lockdown, and all evictions and pursuit of arrears for rent and service charges were paused at the beginning of the pandemic. Estate-based offices, facilities and play spaces have closed to aid social distancing, and estate cleaning and management prioritised to ensure communal areas are as hygienic as possible.

Hackney's Housing team have continued to deliver essential services to tenants and leaseholders.





## CULTURAL AND CREATIVE INDUSTRIES

The Council brought together more than 220 representatives from cultural and creative industries to hear the challenges the sector faced and support them in calling for more support from the Government.

Hackney Carnival, the Windrush Generations Festival and the Discover Young Hackney festival are all taking place through a mix of online events and direct engagement, with new projects such as Hackney Social Radio FM, a programme focussing on digitally excluded older residents, and Hackney Circle, a free cultural membership scheme for over-55s, designed to help prevent self-isolation meaning social isolation.



The Council also responded to the Black Lives Matter movement through a new review of the naming of landmarks, streets and public spaces, and the announcement of two new permanent public artworks to pay tribute to the Windrush Generation.

### Faith and religious communities

The Council has convened the Faith Forum on a fortnightly basis so that we can bring everyone together during this crisis. This has helped us provide better advice and support to residents observing Passover, Easter and Ramadan, including working with faith leaders to communicate how to safely celebrate and carry out religious ceremonies.

The Council has worked particularly closely with the Orthodox Jewish community, rabbis and community leaders to ensure that Government advice and information about services reaches members of the community who may not normally access mainstream communications channels.



On 3 May, a virtual prayer session hosted by Hackney's Speaker saw members of various beliefs come together in support and solidarity for Hackney's communities, including leaders of Muslim, Jewish and Christian faiths, as well as a reverend from the New Unity non-religious church.



### Social distancing

Banners and posters were put up in parks and public spaces in March encouraging residents to ensure we could keep these spaces open while helping residents observe social distancing rules, and these have continued to be updated in line with Government guidance. To try and keep our public spaces safe for everyone, the Council increased enforcement in the borough's parks and public spaces, with social distancing advisors speaking to residents who did not follow the guidance.

Other Council facilities – such as play areas, sports courts and toilets – were closed, although now nearly all have reopened with strict rules in line with public health advice. Enforcement teams have patrolled the borough's parks, issuing fines for littering, urination and defecation to discourage anti-social behaviour and try to ensure our parks remain open to everyone.

### Emergency transport and environmental changes

With public transport for essential use only, the Council has taken a series of emergency measures to make it easier for residents to walk and cycle, and support social distancing. The Council has introduced road closures at Broadway Market, Barnabas Road, Ashenden Road, Gore Road and Ufton Road, and at seven sites where residents are experiencing difficulties with social distancing, footpaths have been widened with barriers and parking suspended to help people walk and shop safely.

It has also showcased the best of Hackney – our incredible, talented and committed public servants in the NHS and key services, the community spirit and selflessness of our residents and small businesses, and the local ideas and initiatives run by local people, for local people.

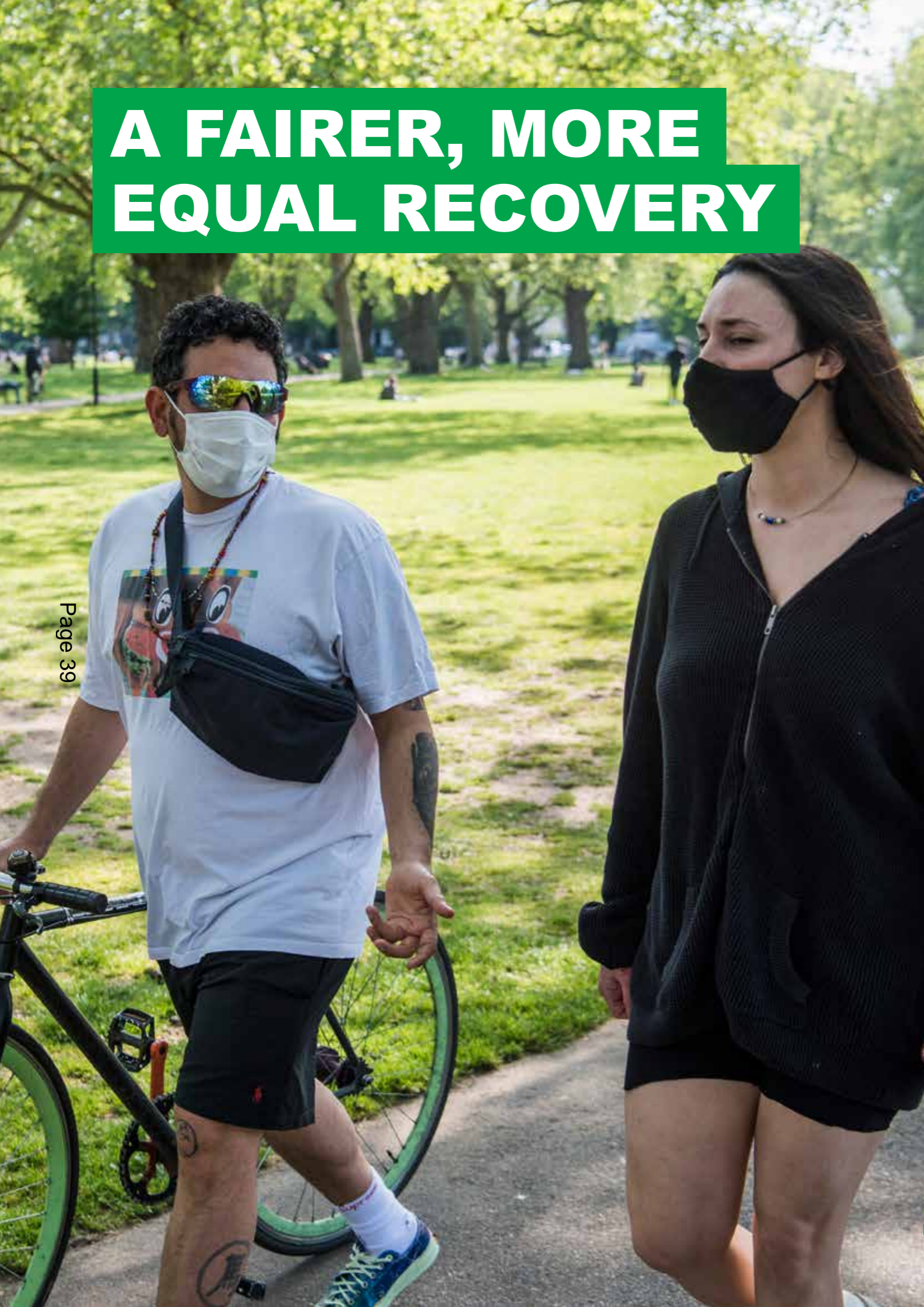
### Staying in touch with residents and businesses

To make sure that all residents were aware of key public health messages, information and support for vulnerable residents together with the Council's emergency response work, decisions and service changes we have:

- **Delivered** information leaflets to all homes with public health advice, support for at-risk residents and information on Council services
- **Kept** residents up to date on the latest developments and help available via our e-newsletter, published three times a week and reaching over 6,000 subscribers
- **Published** five editions of Hackney Today and Hackney Life, launched a new online tool to find local support services and created dedicated webpages with information and support
- **Produced** materials for our parks and other public spaces promoting social distancing and advising residents on the steps to take to stay safe
- **Delivered** specific material to and worked directly with the Orthodox Jewish community
- **Launched** a resident survey about the impact of coronavirus

# A FAIRER, MORE EQUAL RECOVERY

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Coronavirus has had a huge impact on our borough, exposing and exacerbating existing inequality in our society and disproportionately affecting some of our communities.

It has also showcased the best of Hackney – our incredible, talented and committed public servants in the NHS and key services, the community spirit and selflessness of our residents and small businesses, and the local ideas and initiatives run by local people, for local people.

As we enter a new phase of managing coronavirus and reopening parts of our economy, we are determined that there is no simple slide back to business as usual. We must continue to support those disproportionately affected by coronavirus, rebuild a fairer, more inclusive

local economy and transition to a greener, cleaner borough. These are the things that we have always worked for and now they are more important than ever.

At the same time, the financial impact of coronavirus is continuing to have an unprecedented impact on the Council’s finances – as well as those of Hackney’s households and businesses – and we are clear that the Government must keep its commitment to “do whatever it takes” and to fund councils and their communities.

Together, we can rebuild a better Hackney.



.....

**This crisis has exposed the inequalities – whether racial, health, financial or other – that our society continues to suffer from**

## **REBUILDING TOGETHER: SUPPORTING OUR COMMUNITIES**

We cannot ignore that coronavirus has affected some of us more than others. Black and South Asian people represent a disproportionate number of cases and deaths in Hackney, and many residents in these communities are understandably worried about the risk to them as we move into a new phase.

As we move into the next phase of our response, we'll continue to support residents who need extra help, and embrace the opportunity to find long-term solutions to systemic problems like rough sleeping or the digital divide.



This crisis has exposed the inequalities – whether racial, health, financial or other – that our society continues to suffer from. People are right to be angry about this, and it has always been our mission to change it.

We also know that the unequal impact of coronavirus will spread beyond the disease itself, with the economic fallout that is now emerging affecting jobs, opportunities and income for thousands of people, up and down the country and here in Hackney.



# We will

- **Support** the recommendations from the Hackney Young Futures Commission
- **Implement** changes learned from our Young Black Men programme
- **Set out** our clear commitment to anti-racism and tackling structural inequality and systemic racism
- **Use** this historic opportunity to end rough sleeping, with no rough sleepers asked to leave their emergency accommodation – including those with no recourse to public funds
- **Boost** our work to tackle the digital divide, including smart device and free or low-cost internet access and bringing connectivity to key community assets and temporary accommodation
- **Launch** a new partnership with the voluntary sector to support vulnerable residents who need extra help, as direct food deliveries come to an end
- **Run** a dedicated summer programme for young people through our Young Hackney service and partners, recognising the anxiety lockdown has caused them
- **Use** the information we have learned about residents accessing support to improve our services for them
- **Develop** new resident engagement and explore partnering with an academic institution to consider new ways we can tackle inequality given the impact of coronavirus
- **Publish** and deliver a strategy to reduce poverty in the borough, ensuring that no one goes hungry in Hackney
- **Make** it easier for residents to tell us if they are struggling to pay Council Tax, rent or other bills through our Talk to Us campaign, reaching out to residents who may not have accessed Council services before

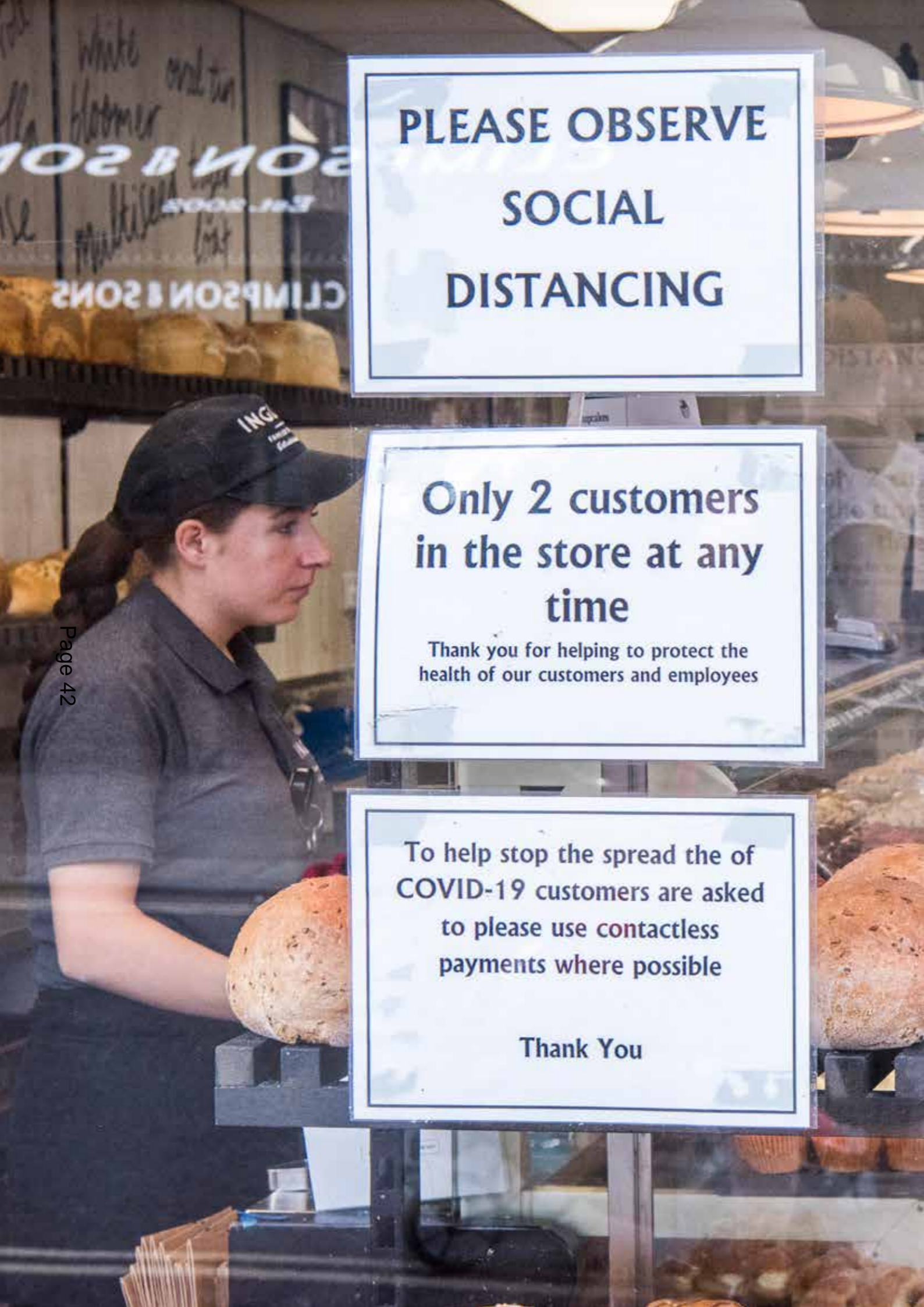
**We will set out our clear commitment to anti-racism and tackling structural inequality and systemic racism**

## REBUILDING TOGETHER: SUPPORTING OUR COMMUNITIES



- **Take** steps to ensure we are addressing loneliness and isolation, including through our befriending and intergenerational volunteering programmes
- **Ensure** that the drive to deliver services remotely in order to support social distancing does not impact on residents access to vital services, particularly health and the NHS
- **Consult** residents and partner organisations on our new Ageing Well Strategy, reflecting on how coronavirus has affected older residents, which will support the lives of our citizens as they grow older.
- **Further** promote and develop volunteering opportunities, helping bring communities and generations together
- **Learn** from the benefits of the hyperlocal approach embedded by mutual aid and explore ways this could be used to address wider needs in the local community
- **Recognise** that our response must reflect the disproportionate impact coronavirus has had on certain residents and communities in the borough

**Make it easier for residents to tell us if they are struggling to pay Council Tax, rent or other bills through our Talk to Us campaign, reaching out to residents who may not have accessed Council services before**



**PLEASE OBSERVE  
SOCIAL  
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**Only 2 customers  
in the store at any  
time**

Thank you for helping to protect the health of our customers and employees

**To help stop the spread the of  
COVID-19 customers are asked  
to please use contactless  
payments where possible**

**Thank You**

## REBUILDING A FAIRER ECONOMY

Our business community, town centres and high streets have been badly affected by the impact of closures and social distancing. Thousands of residents' jobs have been affected, with some losing jobs, others seeing working hours reduced and more facing an insecure employment future.

As Government support starts to reduce in the coming months, it will be essential that we do everything we can to support those facing unemployment and underemployment, securing them the skills and training they need. We must support the smaller businesses and social enterprises that are at the heart of our local economy as they face a challenging and uncertain future as the economy rebuilds.

Coronavirus has also laid bare the disparities in employment opportunities, terms and practices, with residents from minority ethnic groups over-represented in more manual occupations, many in roles that have made social distancing near impossible during the course of this crisis. To address this we need to invest in our skills and employment services, improving opportunities for all Hackney residents. We also need to look at our own employment practices and those of our partners. We have worked closely with our own suppliers throughout this crisis to ensure their staff are protected on the same basis as our

own, and we continue to progress work to bring more services under direct Council control and where this is not possible, drive up employment standards. We will work to accelerate our own work and to place pressure on our partners in the borough to do the same.

Coronavirus has damaged our economy, it has put residents out of work through no fault of their own and put the borough's small businesses at risk. Even with all this happening around us there are opportunities to grasp. Now is the moment to say that as we return to work it won't be to business as usual, and there is an opportunity to rebuild a fairer economy led by our social values that taps into the diversity and independent entrepreneurial spirit that makes Hackney's economy a place of commerce that generates prosperity for the many in our borough.

This means finding new ways to help people find meaningful work and retraining, supporting our small businesses and social enterprises, and ensuring our town centres and public spaces are used for public good. It means supporting businesses in our borough's economy to be sustainable, competitive and digital, and that we focus on enhancing the growth potential and resilience of our local economy – for people and place, not just for private profit.

# We will

- **Provide** support to all those who lose their job in the coming weeks and months, offering skills training and support to find new employment
- **Track** the long-term impact of coronavirus on residents' life chances – the impact time out of school or work has on career progression – and continue to identify actions we can take to address this
- **Act** to address and mitigate against the systemic discrimination that sees those from minority ethnic communities over represented in more manual occupations and underrepresented in senior or managerial roles
- **Continue** to move more services in-house and work with partners to ensure those delivering essential services in Hackney have good pay and employment conditions
- **Map** the needs of residents who find themselves out of work or unable to progress in their career as a result of coronavirus and focus our Adult Learning Service on delivering the skills and training needed to address these
- **Use** our Hackney Works service to provide dedicated employment support, apprenticeships and work placements for those whose employment has been affected
- **Campaign** for the devolution of adult skills services and equal funding for further education so that we can shape the services available for Hackney
- **Create** a hub for all businesses in the borough through relaunching the Hackney Business Network website, bringing together information, support and networking opportunities in the borough as businesses rebuild in the wake of coronavirus
- **Enhance** the town centre based business forum network ensuring that local communities of businesses can connect with the Council on local growth initiatives, address local town centre issues, connect with federations and associations and assist the Council to manage the public realm
- **Map** and respond to the changes in our local economy as a result of coronavirus, and we will identify and work with businesses and sectors that support our social values and objectives using our Hackney business toolkit as the basis for creating a social contract with our business community

## REBUILDING A FAIRER ECONOMY

- **Work** with the wider public sector to understand the impact of coronavirus on services and workers and what Government investment is needed to support good employment practices, especially those that have been disproportionately affected by coronavirus themselves
- **Recognise** and support residents who, in response to coronavirus' economic impact, want to start their own businesses or become self-employed
- **Campaign** for a real reform of business rates, local high street and town centre regeneration powers and funding, rather than by Government-led top-down planning and regeneration policy imposed on our local communities
- **Build, fund and support** affordable workspace in our town centres for micro and smaller businesses, providing a supply of space that is affordable and connected at risk of eviction from redevelopment, rising rent or lost income
- **Work** with our business and voluntary sector tenants struggling to pay rents supporting them through this period, ensuring that our buildings are home to a thriving and resilient community contributing to our community and the values we hold
- **Accelerate** our work on supporting the delivery of an inclusive, digital economy – a digital transformation enabling commerce to thrive, connecting people and places and enhancing public service delivery

.....

**We will use our Hackney Works service to provide dedicated employment support, apprenticeships and work placements for those whose employment has been affected**

- **We** will continue to pay the London Living Wage and provide apprenticeships and training opportunities for local people, and ask others to do the same, recognising now more than ever the importance of good jobs, fair pay and the opportunity to develop new skills
- **We** will work with charities, social enterprises and voluntary organisations in the borough to support them through the different challenges they face, from demand for services to loss of income, as a result of coronavirus.

# REBUILDING GREENER

We're passionate about reclaiming our roads and streets for people, reducing carbon emissions and improving our borough's air quality to respond to the climate emergency. We're already London's leading borough for this environmental work, but the traffic-free streets and improved air during the early part of the coronavirus pandemic and lockdown has made everyone stop to think about what the future could look like. We responded quickly to widen pavements in social distancing hotspots and put parking exemptions in place for key workers.

To help maintain social distancing, make it easier for people to walk and cycle while public transport capacity is reduced and make it easier for key workers to get around, we're publishing an emergency

transport plan which builds on some of the measures we've taken so far. We've committed to creating 40 new School Streets, ensuring that when children return to school in September, School Streets are the norm not the exception. We will also build on our record of creating more low traffic neighbourhoods filtering and closing more roads to through traffic.

We can't afford to go back to the car-dominated streets of the past, and we want to use this opportunity to consider who our streets are for. That's why we'll listen to how residents feel about the changes we're making through new methods of engagement and explore together how with our other work we can make this a greener, cleaner recovery.



**We'll create new low traffic neighbourhoods across Hackney and introduce 40 new School Streets.**

# We will

## REBUILDING GREENER

- **Publish an emergency transport plan to support the 'new normal', consulting residents about what changes could be made permanent in the future**
- **Continue to close roads to through motor traffic, improve key cycling routes and widen pavements where needed to respond to unprecedented travel restrictions**
- **Specifically, we'll close a further 20 roads to through-traffic and introduce 40 new School Streets in September**
- **Enforce against anti-social behaviour in our parks and green spaces to ensure they can be used by everyone – not just an entitled few**
- **Hold a Citizens Assembly to discuss the Council's climate emergency in the context of coronavirus**
- **Continue the programme to plant 35,000 new trees by 2022, including 5,000 new street trees**
- **Work with residents groups to explore new areas for community growing**
- **Launch two new rooftop solar power sites generating energy locally new areas for community growing**

### Hackney's coronavirus budget challenge

Council finances have been cut over a decade of Government-led austerity, and local authorities have already faced difficult decisions about services. Hackney has lost £140m in government funding since 2010 – £1,459 a year per household and the most of any London borough.

Coronavirus has made that shortfall even more acute. Our services face a budget gap of £68million this year – half of those budget cuts since 2010 in just one year. The Government has provided some funding, but it will still leave a massive funding gap. It must step in to stop a health crisis becoming a public services crisis, at the time when these services are needed most.

While our finances have been soundly managed, the lack of meaningful action from the Government threatens our communities, local economy and services. We will be honest and transparent about the challenges ahead and work with our staff and residents on how to address these.

#### The Government needs to:

- **Recognise the full financial impact of coronavirus on local councils and provide the funding needed**
- **Moving forward, cancel the (Un) Fair Funding Review and properly fund councils based on the needs of their residents, not over simplistic headcounts in the wider three-year Spending Review.**



# OUR ASKS OF THE GOVERNMENT



We're doing our bit to get Hackney back on its feet, but we need the Government to do more.

Too often throughout this crisis – whether PPE shortages, testing delays or abrupt changes to lockdown restrictions – decisions have been made in Whitehall without the insight and expertise of local people who know their communities best. The Government has provided vital

support, but it must learn from these lessons, and as we make new decisions about the future, it should devolve power and funding to local councils so that we can take decisions that are right for Hackney. A one-size-fits-all approach to coronavirus will not work.



# We ask the Government to

## SUPPORT OUR COMMUNITIES

- 1.** Establish a coronavirus public inquiry that includes the disparity in outcomes for Black and other communities in its terms of reference
- 2.** Campaign for the Government to implement the full recommendations of Public Health England's Fenton review into the disparities in risk and outcomes from coronavirus
- 3.** Bring an end to the inhumane 'no recourse to public funds' classification that leaves family, neighbours and friends unable to access vital support; and as an interim measure exemptions for those sleeping rough or fleeing domestic abuse.
- 4.** Deliver meaningful investment in prevention, outreach and move-on pathways for rough sleepers, recognising that it is as much a health issue as a housing one.
- 5.** Keep Local Housing Allowance rates at their current level (30 per cent of local rents) and consider further raising them to their former level of 50 per cent.
- 6.** End the benefit cap, which penalises large families and areas with high rents, and restore the principles of a benefits system based on need.
- 7.** Give us the freedom to spend our Right to Buy receipts, helping us deliver the social housing our residents need faster.

- 8.** Bring an end to Section 21 evictions.
- 9.** Invest in our young people, giving schools the resources they need to help children catch-up on missed learning and development.
- 10.** Deliver on a truly integrated health and social care service, with funding that reflects the role of adult social care as part of our frontline health services.
- 11.** Finally agree on a means of putting funding for adult social care on a sustainable footing, either through capping personal contributions or general taxation, ensuring everyone can receive high quality care when they need it, regardless of ability to pay.
- 12.** Deliver greater devolution of health and social care powers to local councils.
- 13.** Commit to funding the mental health services people need, including through channeling more resources into local organisations better placed to meet the needs of specific communities.

# We ask the Government to

## REBUILD A FAIRER ECONOMY

- 1.** Invest in the arts and culture sector to ensure the future of vital community venues.
- 2.** Implement a further extension of the furlough scheme and a package of financial support for those businesses which remain unable to fully open.
- 3.** Give us greater control and use of the apprenticeship levy, so we can create more opportunities for Hackney residents, including care leavers.
- 4.** Devolve of apprenticeship, adult skills and employment support services – including job centres – to local authorities who can support residents best.

## REBUILD GREENER

- 1.** Fund a Green Council Homes programme to retrofit council stock, so no home falls below an EPC rating of C by 2030.
- 2.** Commit to reach the World Health Organisation's air quality goal of 10 micrograms of particulate matter per cubic metre by 2030, fund local councils to help achieve this and set new legal limits on pollution levels that give Councils greater powers to intervene when they are breached.
- 3.** Address residential waste enforcement legislation to enable councils to make compulsory recycling more easily enforceable.
- 4.** Introduce a legal duty on supermarkets to create packaging-free aisles.
- 5.** Introduce a 'producer pays' principle – taxing the producers of packaging and waste to help fund council recycling services.
- 6.** Include a legally-binding water efficiency commitment in the upcoming Environment Bill, namely reduce water consumption by 30% and half water leakages by 2040.



[hackney.gov.uk/coronavirus-support](https://hackney.gov.uk/coronavirus-support)



<p><b>Scrutiny Panel</b></p> <p><b>5<sup>th</sup> October 2020</b></p> <p><b>Item 6 – Quarterly Finance Update</b></p>	<p>Item No</p> <p><b>6</b></p>
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## Outline

The finance reports attached cover:

- Council’s Monthly Overall Financial Position (OFP) Report - This report provides information about the Council’s latest budgetary position in 2020/21.
- Capital Programme report - This report provides information about the Council’s Capital Programme.

The reports above provide the following:

1. The Overall Financial Position (OFP) report is based on detailed July monitoring data from directorates.

The Council is forecasting an overspend on the General Fund (i.e. excluding Housing costs) of £64.4m before the application of the Government’s Emergency Funding (£21.4m). The non-COVID-19 related overspend is £3.6m.

This report demonstrates that commitments from central Government, coupled with the Council’s sound financial management has reduced the forecast COVID-19 related shortfall for 2020/21 to £9.4 million.

2. The Capital programme report updates members on the capital programme agreed in the 2020/21 budget. The capital projects recommended for funding in this report will help the Council rebuild a greener Hackney. Key recommendations for capital investment are detailed below.
  - a. This report recommends £60K to redesign Daubeney Fields park entrances to help our residents keep connecting with their local green space, enhancing the work already undertaken with the new playground, planting, nearby new homes and the Kings Park Moving together programme.
  - b. This report recommends £700K to install solar panels on the roofs of 9 council-owned community and leisure buildings.
  - c. This report also recommends £683K to procure plastic waste bins as part of the introduction of fortnightly waste collections for street properties.

- d. This report recommends £1.8m for feasibility studies on council-owned sites in Dalston and Hackney Central will help take a strategic approach to making sure council-owned underused sites are developed to benefit their local communities, with affordable homes and workspace.

In addition to the main reports the Chair proposes to hold a discussion with Members of the Scrutiny Panel about working collaboratively with the Audit Committee in relation to oversight of the council's finances (to avoid duplication) and the approach to budget scrutiny. **Paper To Follow.**

**Attending for this item will be:**

- **Ian Williams**, Group Director Finance and Corporate Resources
- **Deputy Mayor Rebecca Rennison**, Cabinet Member for Finance, Housing Needs and Supply

**Action**

The Commission is requested to give consideration to the reports and ask questions.

**2020/21 OVERALL FINANCIAL POSITION, PROPERTY DISPOSALS  
AND ACQUISITIONS REPORT THAT TAKES ACCOUNT OF THE  
ESTIMATED FINANCIAL IMPACT OF COVID 19 AND THE ON-GOING  
EMERGENCY  
KEY DECISION NO. FCR Q97**

**CABINET MEETING DATE 2020/21**

**29TH SEPTEMBER 2020**

**CLASSIFICATION:**

**OPEN**

**WARD(S) AFFECTED: ALL WARDS**

**CABINET MEMBER**

**Deputy Mayor Rebecca Rennison**

**Cabinet Member for Finance, Housing Needs and Supply**

**KEY DECISION**

**Yes**

**REASON**

**Spending or Savings**

**GROUP DIRECTOR**

**Ian Williams: Finance and Corporate Resources**

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 This Overall Financial Position (OFP) is based on detailed July monitoring data from directorates.
- 1.2 We are forecasting an overspend on the General Fund (i.e. excluding Housing costs) of £64.4m before the application of the Government's Emergency Funding (£21.4m). Of this, £60.8m relates to additional expenditure and reduced income incurred on the General Fund that is owed to COVID-19. The non-COVID-19 related overspend is £3.6m.
- 1.3 This report demonstrates that commitments from central Government, coupled with our own sound financial management, reduce the forecast COVID-19 related shortfall for 2020/21 to £9.4 million. While this places an extra pressure on Council finances, we are confident at this point that we can manage this shortfall.
- 1.4 What we now urgently need is certainty over future funding. We have been clear that we are prepared to work with the Government on addressing the funding shortfall brought about by COVID-19. The Government's commitment, while welcome, to fund a significant portion of, but not all, lost Council income as a result of COVID-19 would appear to show that they are likewise expecting local authorities to step-up and help manage the additional costs. This is also reflected in the Government's decision to only part fund Council Tax losses.
- 1.5 It is therefore vital that the Comprehensive Spending Review focuses on ensuring stability in local government finances. We have acted as honest partners to the Government in addressing the current crisis and we now need them to do the same. After £140 million in cuts over the past decade, the biggest immediate threat now facing Hackney's finances is the decisions the Government will take within the Comprehensive Spending Review.
- 1.6 Local authorities do not have the same financial flexibilities and powers open to central Government. We need a funding settlement that is truly fair and gives us the resources we need to manage the financial impact of COVID-19 and to continue to deliver the services our residents rely on.

## **2. GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES INTRODUCTION**

- 2.1 The OFP shows that the Council is forecast to have a £64.4m funding shortfall (General Fund) before the application of the Government's Emergency Funding. This is equivalent to 6% of the total gross budget and 19% of the net budget. This is a £3.7m increase in the overspend from May of which £2.1m relates to COVID-19 and £1.6m to other pressures.
- 2.2 As Cabinet is aware, we were awarded £17.835m of grant in the first two tranches and a further £3.516m from the third tranche, giving a total of £21.351m. With regards to the scheme that would partially compensate councils for losses in some sales, fees and charges income streams arising from COVID-19, we have had guidance and a template to complete to make our claim. At the time of writing this



report, work had begun on completing the template but until completion we will not know our estimated funding allocation and so the report therefore includes the same estimate as in the previous OFP - £9.6m.

- 2.3 At the end of August we submitted a further Covid-19 survey to MHCLG. The return showed a larger impact of Covid-19 than shown in this OFP. There are various reasons for this. Firstly, we are required to record the total of budgeted business rates losses including the GLA and Government's share as well as Hackney's share in the survey whereas in the OFP we just show Hackney's share (our share is 30%). We are also required to show Council Tax losses including the GLA's share in the Covid-19 return whereas in the OFP we just show Hackney's share. Our share is 78%. Additionally, we are required to show expenditure gross of grants in the survey, but we show expenditure net in the OFP (this is significant for Public Health track and trace spend). So, whilst the survey provides us with a good opportunity to make the Government aware of our financial losses and need for funding, because of the specific information requirements of the survey, it is not a very reliable measure of our current financial position and funding requirements.
- 2.4 The estimates contained within this report are very indicative and will be revised further as more information becomes available. It must also be noted that the Government funding listed in this report is intended to cover the pandemic only and funding is of a one-off nature. It follows that, while speed has necessitated some decisions to be taken through delegated authority over recent months, to protect the Council's financial position going forward, any further expenditure commitments that are of an ongoing nature must have full political oversight and be agreed through the Cabinet process.
- 2.5 The position of the General Fund is shown below. The first table shows the funding shortfall of £64.4m of which £60.8m is owed to COVID-19 while the second table analyses the impact of applying Government funding.

**TABLE 1: OVERALL ESTIMATED BUDGET SHORTFALL 2020/21**

Revised Budgets	Service Unit	Forecast : Change from Revised Budget after Reserves	Variance from Previous Month	Amount of variance owed to Covid	Variance excluding Covid
		£k	£k	£k	£k
87,515	Children's Services	6,075	221	4,730	1,345

93,921	ASC & Commissioning	6,584	143	4,911	1,673
33,684	Community Health	1,250	510	1,680	-430
<b>215,120</b>	<b>Total CACH</b>	<b>13,909</b>	<b>874</b>	<b>11,321</b>	<b>2,588</b>
<b>34,414</b>	<b>Neighbourhood &amp; Housing</b>	<b>13,681</b>	<b>-922</b>	<b>13,216</b>	<b>465</b>
<b>17,028</b>	<b>Finance &amp; Corporate Resources</b>	<b>14,805</b>	<b>3,509</b>	<b>14,313</b>	<b>492</b>
<b>0</b>	<b>Reduced Council Tax &amp; Business Rates Income</b>	<b>20,500</b>	<b>0</b>	<b>20,500</b>	<b>0</b>
<b>8,657</b>	<b>Chief Executive</b>	<b>1,540</b>	<b>329</b>	<b>1,468</b>	<b>72</b>
<b>37,659</b>	<b>General Finance Account</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>312,878</b>	<b>GENERAL FUND TOTAL</b>	<b>64,435</b>	<b>3,790</b>	<b>60,818</b>	<b>3,617</b>

2.6 In order to look at the budgetary implications of this shortfall in 2020/21 we must first make adjustments in respect of Council Tax and Business Rates. The governing regulations require that any difference between the budgeted income and outturn income for these two income streams is not charged to the General Fund in 2020/21 but instead is charged in the following year. And so without changes to the regulations if we do make a shortfall of £20.5m on Council Tax and Business Rates income in 2020/21, it would all be charged to the General Fund in 2021/22 thereby increasing the budget gap by an equivalent amount in this year.

2.7 However, as noted in the May OFP, the Government is intending to partially alleviate the burden in 2021/22. It is proposing to fund part of the shortfall on Council Tax and Business Rates (but we will not know how much until it produces the next Spending Review in the Autumn) and it will then direct that the remaining losses after the funding will be a charge against the General Fund in 2021/22 and in the following 2 years in equal amounts. So if the Government funds 33% for example (this is just a number for illustrative purposes) and we have a shortfall of £20.5m then we will have to charge £13.7m to the General Fund over the next 3 years, at a rate of £4.6m per annum beginning in 2021/22. Obviously, we will be able to offset against this any payments we receive in respect of 2020/21 debts in 2021-22 and beyond from local taxpayers and businesses.

2.8 The application of the grant, compensatory funding and the deferral of Council Tax and Business Rates losses to future years is shown in table 2 below

**TABLE 2: SHORTFALL AFTER THE APPLICATION OF GRANT**

Revised Budgets	Service Unit	Forecast: Change from Revised Budget after Reserves	Amount of variance owed to COVID-19	Variance excluding COVID-19
		£k	£k	£k
87,515	Children's Services	6,075	4,730	1,345
93,921	ASC & Commissioning	6,584	4,911	1,673
33,684	Community Health	1,250	1,680	-430
<b>215,120</b>	<b>Total CACH</b>	<b>13,909</b>	<b>11,321</b>	<b>2,588</b>
<b>34,414</b>	<b>Neighbourhood &amp; Housing</b>	<b>13,681</b>	<b>13,216</b>	<b>465</b>
<b>17,028</b>	<b>Finance &amp; Corporate Resources</b>	<b>14,805</b>	<b>14,313</b>	<b>492</b>
<b>8,657</b>	<b>Chief Executive</b>	<b>1,540</b>	<b>1,468</b>	<b>72</b>
<b>37,659</b>	<b>General Finance Account</b>	<b>0</b>	<b>0</b>	<b>0</b>

312,878	<b>GENERAL FUND TOTAL</b>	43,935	40,318	3,617
	Estimated Emergency Fund	-21,351	-21,351	
	Funding to Partially Compensate loss of Sales, Fees & Charges income	-9,575	-9,575	
	<b>FUNDING STILL REQUIRED AFTER APPLICATION OF GRANT</b>	13,009	9,392	

2.9 So as can be seen we have a total shortfall of £13m of which £9.4m relates to Covid-19.

2.10 The Group Director Finance is meeting this financial challenge by: -

- Reviewing the Council's reserves to develop options for re-appropriating reserve funds to help support the Council's response to COVID-19. This may mean delaying some projects or activities initially expected to be funded from reserves.
- Refining and developing a governance process to ensure expenditure is signed off by appropriate officers to keep expenditure focused on the COVID-19 response.
- Closely monitoring the Council's income streams and debt levels to see what effect the COVID-19 crisis is having on the Council's income.

2.11 We will also be continuing to review and refine our work on the robustness of the calculation processes and data used to calculate the COVID-19 estimates.

2.12 On other matters, on 28th April, the Government confirmed that the review of relative needs and resources (Fair Funding) and the move to 75% business rates retention will no longer be implemented in April 2021. On 21<sup>st</sup> July, it also launched the 2020 Comprehensive Spending Review (CSR). The Review, which will be published in the autumn, will set out the Government's spending plans for the remainder of this Parliament. It follows that at this stage, we will need to continue to plan with little or no funding certainty over the medium term in the context of significant additional spending and reduced income because of COVID-19.

2.13 As reported in previous reports to Cabinet, It is by no means clear what the longer term financial impact on local government will be as a result of COVID-19 but it looks likely that the UK faces a significant recession, possibly its sharpest recession on record. It is also worth noting that the UK's debt is now worth more than its economy after the government borrowed a record amount in May. The £55.2bn figure was nine times higher than in May last year and the highest since records began in 1993 and it sent total government debt surging to £1.95trn. Income from tax, National Insurance and VAT all dived in May amid the coronavirus lockdown as spending on support measures soared.

- 2.14 Clearly this will have an impact on future public sector and local authority budgets. It seems that at this time there is much less of an appetite within Government for austerity than that following the financial crisis in 2008 but it remains to be seen whether sufficient resources are made available to put local government on a sound and sustainable financial footing going forward.

### **3.0 RECOMMENDATIONS**

- 3.1 **To update the overall financial position for July, covering the General Fund, HRA and Capital.**

### **4. REASONS FOR DECISION**

- 4.1 To facilitate financial management and control of the Council's finances.

### **4.2 CHILDREN, ADULT SOCIAL CARE AND COMMUNITY HEALTH (CACH)**

#### **Summary**

The CACH directorate is forecasting an overspend of £13.9m after the application of reserves and drawdown of grant with COVID-19 related expenditure accounting for £11.3m of the reported overspend.

#### **Children & Families Service**

Children and Families Service (CFS) is forecasting a £3.080m overspend as at the end of July against budget after the application of reserves including a £1.735m forecast drawdown in respect of COVID-19 related spend. The draw down from reserves includes:

- £3.869m from the Commissioning Reserve, set up to meet the cost of placements where these exceed the current budget.
- £1.6m for additional staffing required to address a combination of increased demand across the service and management response to the Ofsted inspection.

The forecast also incorporates £4.650m of Social Care Grant funding (that is an additional £3.450m in 2020/21 when compared to last year). Set against this, there is a significant increase in spend driven by looked-after children (LAC) and leaving care (LC) placements costs within Corporate Parenting where the overall spend is forecast to increase by £4.9m (£0.9m has been identified as relating to COVID-19) compared to last year. There is also an increase in forecast spend on staffing across CFS of £2.87m when compared to last year (£0.6m has been identified as relating to COVID-19 and £0.67m relates to an increase in the employer pension contribution from 15.6% to 18.5%). £1.6m is linked to increased staffing levels agreed in response to increased demand and additional posts agreed to assist in responding to the Ofsted recommendations arising from the inspection in November 2019 in which the Council received a '*requires improvement*' judgement.

Corporate Parenting is forecast to overspend by £2.72m after the use of £3.9m of commissioning reserves (includes £0.943m of COVID-19 expenditure). This position also includes the use of £2.9m of Social Care funding that was announced in the October 2019 Budget. The overall position for Corporate Parenting has increased by £1.06m since May 2020 and this is due to a significant increase in high cost LAC placements such as Residential Care (£801k) and Independent Fostering Agency (£217k). Gross expenditure on LAC and LC placements (as illustrated in the table below) is forecasted at £27.5m compared to last year's outturn of £22.7m – an increase of £4.8m (this includes £0.943m of COVID-19 expenditure).

**Table 3: Placements Summary for LAC and Leaving Care - gross costs**

<i>Service Type</i>	<i>Budget £000</i>	<i>Forecast £000</i>	<i>Forecast Variance £000</i>	<i>Funded Placements*</i>	<i>Current Placements</i>
<i>Residential</i>	3,131	7,531	4,400	16	40
<i>Secure Accommodation (Welfare)</i>	-	121	121	-	-
<i>Semi-Independent (Under 18)</i>	1,570	3,098	1,528	25	50
<i>Other Local Authorities</i>	-	84	84	-	2
<i>In-House Fostering</i>	2,400	2,254	(146)	98	92
<i>Independent Foster Agency Carers</i>	6,488	7,726	1,238	131	152
<i>Residential Family Centre (P&amp;Child)</i>	-	212	212	-	1
<i>Family &amp; Friends</i>	569	1,017	448	25	44
<i>Extended Fostering</i>	-	56	56	-	2
<i>Staying Put</i>	200	704	504	8	33
<i>Overstayers</i>	290	748	458	13	32
<i>UASC</i>	700	1,065	365	17	27
<i>Semi-independent (18+)</i>	1,370	2,860	1,490	78	120
<b>Total</b>	<b>16,718</b>	<b>27,476</b>	<b>10,758</b>	<b>411</b>	<b>595</b>

\*based on the average cost of placements.

This is the gross position of an adverse variance of £10.7m for placements excluding any income. This is mitigated by reserves of £3.9m, £2.2m Social Care Grant; UASC Income of £1.7m; and other income of £0.3m to get to a net reported position of £2.7m.

**Table 4: LAC/ Leaving Care Placement Analysis**

Placement Type	Annual Forecast £ 000	Weekly Cost £ 000	Weekly Unit Cost (Avg)	Current YP No	Last month YP No
Residential Care (inc. HLT element)	8,167	167	4,165	40	35
Secure Accommodation (Welfare)	121	-	7,385	0	1
In-House Fostering	2,254	43	469	92	92
Independent Foster Agency	7,726	145	951	152	149
Semi-Independent (Under 18)	3,098	59	1,186	50	47
Semi-independent (18+)	2,860	40	337	120	112
Family & Friends	1,017	19	431	44	49
Residential Family Centre (Parent & Child)	212	3	3,487	1	2
Other Local Authorities	84	2	810	2	2
<b>Total</b>	<b>25,539</b>	<b>478</b>	<b>19,221</b>	<b>501</b>	<b>489</b>

One of the main drivers for the cost pressure in Corporate Parenting continues to be the rise in the number of children in costly residential placements which has continued to grow year-on-year and the number of under 18s in high-cost semi-independent placements. Where children in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. We are also seeing an increase in the number of Independent Fostering Agency (IFA) placements and a stagnation in the number of in-house fostering placements. IFA placements (£50k) are double the cost of in-house fostering placements (£25k).

The forecast for LAC and Leaving Care Placements is an increase of £4.9m compared to last year, and this is largely attributed to increases in Semi-independent placements (both under and over 18s) of £2.1m; Residential care £2.4m; and IFAs £0.6m, this includes approximately £0.9m in relation to COVID-19 additional expenditure. If we exclude the COVID-19 expenditure, the increase compared to the 2019/20 outturn is £3.9m. Management actions are being developed by the service to reduce the number and unit cost of residential placements. Given that the average annual cost of a residential placement is approximately £200k, a net reduction in placements would have a significant impact on the forecast.

This year we continue to see significant pressures on staffing, however this has been partly offset by the social care grant funding which has been allocated to the service. This is mainly due to over-established posts recruited to meet an increase in demand (rise in caseloads), additional capacity to support the response to the

Ofsted focused visit at the end of last year and cover for maternity/paternity/sick leave and agency premiums. Given the outcome of the recent inspection referred to above, alongside further increased demand in the system, as well as the ongoing impact of COVID-19, it is likely that staffing costs will continue to be above establishment and this is being built into future financial plans.

Disabled Children's Service is forecast to break-even after the use of £447k of reserves. Staffing is projecting an overspend of £169k due to additional staff brought in to address increased demand in the service. This is offset by £215k of additional social care grant. Commissioning is projecting a £564k overspend primarily attributed to care packages (£391k Home Care, £255k Direct Payments) and £30k on other expenditure partially offset by a £82k underspend on Short breaks. This position is also offset by £100k of internal procurement income.

Directorate Management Team is forecast to overspend by £386k after a drawdown of £635k reserves for Post Ofsted staffing pressure and £166k Social Care Grant on creation of 2 Service Manager posts. £397k of staffing pressure in relation to COVID-19 is forecast in this area, this includes an estimate of additional staffing relating to delays in closing cases.

Children in Need is forecasted to underspend by £23k after the use of reserves. There are significant levels of non-recurrent funding in the service including £625k of Social Care Grant funding in recognition of staffing pressure at the start of the financial year. Recruitment to permanent Social Worker posts are in progress which should address the high numbers of agency staff currently in this service.

Access and Assessment is forecasted to underspend by £98k after the use of reserves. There are significant levels of non-recurrent funding in the service including approximately £600k of reserve funding to provide additional capacity following the Ofsted inspection last year. This month, staffing is underspending by £51k due to delayed recruitment to vacant posts and £47k relates to underspend in Section 17 and other non-staffing expenditure.

Overspends across the service are partly offset by small underspends in Children in Need, Access and Assessment, No Recourse to Public Funds and Youth Justice. Youth Justice is forecasted to underspend by £64k primarily due to late recruitment to vacant posts.

Management action which is being taken to mitigate the overspend is shown below

## Management actions to contain CFS overspend

Service unit	Description	Commentary on action
Corporate Parenting	Joint funding on health and children's social care packages	The Transition Steering Group has agreed a process and individual placements are in the process of being reviewed. Placement contributions from the CCG towards eligible healthcare needs will be backdated to 1 April 2020.
Corporate Parenting	Review and reduction in high cost placements as part of budget review meetings.	Reviewing high cost residential, semi-independent and IFA placements on a rolling monthly basis to see if any packages can be stepped down. Residential and semi-independent placements are expensive so a reduction in placements can have a significant impact on the forecast.
Corporate Parenting	Mockingbird Project and Supported Lodgings	The extended family model for delivering foster care with an emphasis on respite care and peer support, and new arrangements for implementing Supported Lodgings will also be reviewed going forwards.
Corporate Parenting	FLIP & Edge of Care	Work undertaken by FLIP and Edge of Care workers aimed at preventing children and young people coming into care and supporting young people back to their families.
Service wide	Improved flexible use of staffing and recruitment controls	The Director of Children and Families is developing an improved system for monitoring staffing levels, enhancing flexible use of staff across the service, and increasing controls over recruitment.

## Hackney Learning Trust

HLT has a budget of £25.7m net of budgeted income of circa £240m. This income is primarily Dedicated Schools Grant of which the majority is passported to schools and early years settings or spent on high needs placements. As at the end of July 2020, HLT is forecasting to overspend by around £9.3m. Approximately £3m of this is the forecast financial impact of the COVID-19 outbreak. The balance of the overspend (£6.3m) is mainly because of a £8.6m forecast over-spend in SEND, offset by forecast £2.3m of savings in other areas of HLT. The £8.6m over-spend in SEND is a result of previously reported factors, mainly a significant increase in recent years of children and young people with Education Health and Care Plans (EHCP's).



The Government has formally confirmed its intention to ensure that local authorities are not left with the burden of SEND cost pressures and have issued new funding regulations which state that deficits arising from DSG shortfalls will not be met from local authorities' general funds unless Secretary of State approval is gained. The finance teams are working on what exactly this will mean for the Council's finances and are also consulting with the auditors and other Councils. At this time, it is thought that it is unlikely these changes to funding regulations will have a material impact on the forecast. The Government expectation is that the DSG overspend will remain in the Council's accounts as a deficit balance which will then reduce in future years as additional funding is received. However, Government's commitment to this additional funding and the level this will be at is not clear. There is therefore a financial risk to the Council of carrying this deficit forward and we will need to consider options for mitigating this risk which might include setting aside a reserve equivalent to the deficit at year end.

The tables below provide a breakdown of the forecast against service areas in the HLT and an explanation for significant variances.

**Variances**

	Variance £'000	Variance due to COVID £'000	What the variance might have been excluding C19 £'000
SEND Forecast (excluding transport)	8,055	388	7,667
SEND Transport	1,034	80	954
HLT forecast other	236	2,527	-2,290
<b>Net variance</b>	<b>9,326</b>	<b>2,995</b>	<b>6,331</b>

<b>HLT Budget Commentary Excluding the C19 Impact</b>				
<b>Service area</b>	<b>2020/21 budget £k</b>	<b>Forecast Year-end Exp Excl C19 £k</b>	<b>Variance Excluding C19 £k</b>	<b>Budget commentary</b>
High Needs and School Places	47,578	56,199	8,621	The forecast assumes an increase in spend by around £3.8m from what was incurred in 2019/20. A group of key Council officers will meet to develop/refine the forecast. Furthermore, officers are undertaking a fresh review of options for reducing spend and therefore the recurrent deficit.
Education Operations	3,684	3,661	-23	Immaterial variance
Early Years, Early Help and Wellbeing	41,318	41,919	600	This reflects forecast spending in children's centres and residual costs associated with an in-year closure of a school-based children's centre where the full-year budget was vired as savings so is partly offset under contingencies and recharges. A full financial review of the children's centres is currently underway.
School Standards and Performance	1,843	1,859	16	Immaterial variance
Contingencies and recharges	11,055	9,514	-1,541	Forecast under-spends in contingency and savings delivered in previous years.
Delegated school funding to maintained mainstream schools	133,844	132,900	-944	Forecast variance reflects Schools Forum agreement to vire from Schools Block of the DSG to the High Needs block to contribute to the SEND pressure.
DSG income	-213,611	-214,012	-400	Estimated additional Early Years DSG
<b>TOTAL</b>	<b>25,711</b>	<b>32,040</b>	<b>6,329</b>	

### **Adult Social Care & Community Health**

The forecast for Adult Social Care is a £6.6m overspend. Covid-19 related expenditure accounts for £4.9m of the reported budget overspend. To note, this overspend does not include Covid-19 NHS discharge related spend of £1.3m where there is an agreement to fully recharge the cost to CH-CCG or provider support from the Infection Control Fund (£0.5m).

The overall position for Adult Social Care last year was an overspend of £4.027m. The revenue forecast includes significant levels of non-recurrent funding including iBCF (£1.989m), Social Care Support Grant (£4.644m), and Winter Pressures Grant (£1.405m).

Announcements on social care funding as part of the Spending Round 2019 provided further clarity on funding levels for 2020/21, however, it is still unclear what recurrent funding will be available for Adult Social Care in the longer term. The on-going non-recurrent funding was only intended to be a 'stop-gap' pending a sustainable settlement for social care through the Green Paper, however this is subject to continued delay. The implications of any loss of funding will continue to be highlighted in order that these can be factored into the Council's financial plans. This will include ensuring that it is clear what funding is required to run Covid safe services for adults. Alongside this the service continues to take forward actions to contain cost pressures.

Care Support Commissioning (external commissioned packages of care) contains the main element of the overspend in Adult Social Care, with a £5.10m pressure against the £39.69m budget. Covid-19 related expenditure accounts for £4.1m of the total budget pressure. The forecast also includes £1.4m of the Winter Pressures grant to fund the ongoing additional care package cost because of hospital discharges. The full £1.4m had already been committed at the beginning of the financial year.

#### Care Support Commissioning (£k)

Service type	2020/21 Budget	Jul 2020 Forecast	Full Year Variance to budget	Variance from May 2020	Management Actions
Learning Disabilities	16,735	17,587	851	46	<ul style="list-style-type: none"> <li>- ILDS transitions/demand management and move on strategy</li> <li>- Three conversations</li> <li>- Review of homecare processes</li> <li>- Review of Section 117 arrangements</li> <li>- Personalisation and direct payments - increasing uptake</li> </ul>
Physical and Sensory	13,748	16,825	3,078	(528)	
Memory, Cognition and Mental Health ASC (OP)	8,297	9,334	1,037	587	
Occupational Therapy Equipment	740	652	(88)	(66)	
Asylum Seekers Support	170	393	223	68	
<b>Total</b>	<b>39,689</b>	<b>44,790</b>	<b>5,101</b>	<b>106</b>	

Physical & Sensory Support is forecasting an overspend of £3.1m. This includes a forecast of £2.4m of additional funding support for care providers in response to the COVID-19 pandemic. The remaining pressure of £700k relates directly to the number and complexity of care support packages in Physical and Sensory Support. The overall position has improved by £528k on the previously reported May position. The gross forecast spend on care packages in Physical Support is £18.5m (£17.3m in 19/20) and in Sensory Support is £1.09m (£1.04m in 19/20). The forecast also includes £350k of iBCF and £755k of Winter Pressure funding towards care packages in 20/21.

Memory, Cognition and Mental Health ASC (OP) is forecasting an overspend of £1,037k. The overall position has moved adversely by £587k on the last reported May position, primarily driven by significant growth in client activity within long term care services. The gross forecast spend on care packages for 20/21 is £12.2m (£12.2m in 19/20). Previous reductions in forecast overspend relating to reduced service user numbers due to mortality driven by the Covid-19 pandemic have now been offset by new service users primarily in nursing care settings. £500k of Winter Pressure funding and £350k of iBCF have been applied to these care packages in 20/21.

The Learning Disabilities service is forecasting an overspend of £0.9m. There continues to be increased pressures related to new clients and the cost of increasing complexity of care needs for Learning Disability clients. The gross forecast spend on care packages in Learning Disabilities is £32.3m (£30.9m in 19/20). The forecast also includes significant non-recurrent funding from the iBCF (£1m) and social care (£4.6m) grants. In addition, a contribution from the NHS of £2.7m (£2.1m in 2019/20) for jointly funded care packages for service users has been factored into the forecast. This is building on the work completed in 2019/20 to agree the share of funding for complex care packages.

The Mental Health service is provided in partnership with the East London Foundation Trust (ELFT) and is forecast to overspend by £1.105m. The overall position is made up of two main elements - a £1.35m overspend on externally commissioned care services and £243k underspend across staffing-related expenditure. The gross spend on care packages in Mental Health (ELFT) is £4.97m (£4.9m in 19/20).

Provided Services is forecasting a £252k overspend against a budget of £9.87m. This is largely attributed to:

- Housing with Care overspend of £597k, of which £595k is in relation to the significant cost of additional agency staff cover employed for staff absences due to shielding or self-isolating at present due to Covid-19.
- Day Care Services are projected to underspend by £345k, primarily due to the current staff vacancies across the service and that the Oswald Street day centre is currently closed.

Preventative Services is forecasting an overspend of just £35k against a budget of £19.57m. Forecast underspends on Concessionary Fares (£57k) and the Interim Bed facility at Leander Court (£171k) are offset by pressures of staff costs within the Hospital Social Work team and the Information and Assessment team.

ASC Commissioning is forecasting a £209k underspend, which masks significant one-off reserve funding of £1.795m in 20/21 supporting activity within commissioning - across teams and projects including the project management office, the commissioning team, the direct payments team and supporting the Lime Tree and St Peters' care scheme prior to recommissioning. Disabled Facilities Grant funding has been applied in 20/21 to the Telecare contract. Additional grant funding has been received for domestic violence services resulting in a favourable £70k variance to budget.

Care Management and Adult Divisional Support is forecasting a £300k overspend which is driven primarily by staffing costs within the Integrated Learning Disabilities team (£268k). The team has a relatively high number of agency staff which management is actively addressing with planned recruitment campaigns.

Management action which is being taken to mitigate the overspend is shown below

#### Management actions to contain ASC overspend

Service unit	Description	Commentary on action
Implementing the three conversations practice model	Implementing a transformative frontline practice culture change that emphasises personalisation, a strengths-based approach and 'quality conversations' with individuals in order to connect them with the appropriate support at the right time.	<ul style="list-style-type: none"> <li>Based on evidence from other authorities that have implemented this approach, the conversion rate of those contacting us for the first time and ending up with a care package will reduce from between 5% - 10%</li> <li>These figures are still very indicative and may vary once the programme begins to be implemented and we have emerging evidence coming out of the innovation sites.</li> </ul>
Homecare processes	Improving the efficiency of home care processes in Adult Services so that more assurance can be provided on the controls in place to manage this significant area of spend.	<ul style="list-style-type: none"> <li>We plan to reduce our current levels of spot purchasing of homecare</li> <li>We will reduce any overpayments to providers by tighter management of homecare payments processes</li> </ul>
Personalisation and DPs	Increasing uptake of direct payments by improving process efficiency, developing the market for personal assistants, and promoting personalisation with staff.	<ul style="list-style-type: none"> <li>Increase the number of people receiving their care through a Direct Payment by an additional 25 - 50 people.</li> </ul>
ILDS Move on Strategy and transitions demand	Working with our service users with learning disabilities supporting them to live in a safe way in the most independent setting for them. This will include growing our shared lives provision in the long-term. Working with young people with learning disabilities from an earlier age to manage their transition to	<ul style="list-style-type: none"> <li>Low end: Step down 5 users from supported living to shared lives. Based on average package cost. High end: Step down 5 users from residential care to shared lives. Based on average package cost.</li> <li>Between 5 - 15 % reduction against the package cost once someone</li> </ul>

	adult services and developing the right market provision for this cohort that promotes independence.	has moved from Children's/Education to Adults, assuming we can put in place a less costly package because we have developed a stronger day opportunity offer.
Joint Funding (LD and Operational Services)	Working in collaboration with the CCG to develop processes for the funding and review of health and social care packages.	<ul style="list-style-type: none"> <li>Effective processes developed in 2019/20 for Learning Disabilities and the review of packages should be completed by the end of October 2020. This will help to establish a baseline for future years.</li> </ul>
Housing Related Support Phase 2	The proposal for HRS Phase 2 is to ensure good contract management and review the evidence base from the new HRS contracts (phase 1) to look at working closely with providers to identify which services are delivering the best outcomes and value, and varying investment and contracts accordingly.	<ul style="list-style-type: none"> <li>Next step is for this proposal to be discussed / approved by Members with agreed timeframes.</li> </ul>
Review of Housing with Care	Working with the service to review and remodel the Housing with Care service to develop extra care and supported living provision. Objectives include admissions avoidance, supporting DToC and effective management of voids in the scheme.	<ul style="list-style-type: none"> <li>Project paused due to CQC inspections, and subsequent focus on delivering associated action plans.</li> <li>Planning work commenced in early 2020 then paused due to Covid</li> <li>Timescales currently being re-scoped with a view to starting this project.</li> </ul>

## Public Health

Public Health is forecasting a breakeven position, and this includes £55k for the Covid 19 triage service and delays in the delivery of planned savings (£375k).

The Public Health grant increased in 2020/21 by £1.569m. This increase included £955k for the Agenda for Change costs, for costs of eligible staff working in organisations such as the NHS that have been commissioned by the local authority. The remaining grant increase has been distributed to Local Authorities on a flat basis, with each given the same percentage growth in allocations from 2019/20. There is a separate grant allocation for PrEP related activity that was recently announced, and the local authority will receive £344k to fund the costs incurred this year.

The service has pressures in demand led services including sexual health and is working closely with commissioners to ensure provision remains within the allocated sexual health budget in future financial years. In this year this is being offset by underspends in other areas of the service and from the increased grant allocation.

Hackney has been allocated £3.1m of the total £300m announced by Government to support Local Authorities to develop and action their plans to reduce the spread

of the virus in their local area as part of the launch of the wider NHS Test and Trace Service. This funding will enable the local authority to develop and implement tailored local Covid 19 outbreak plans. A working group has been established and plans are being developed to allocate these funds accordingly.

Mortuary costs have substantially increased during Covid 19, and the response to the pandemic plan required the Mortality Management Group to activate the Dedicated Disaster Mortuary (DDM) plans for London. Additional capacity was required rapidly to ensure that there was enough capacity to meet predictions in the initial wave. This has come at an increased cost of approximately £23m to date across London, and based on ONS figures, Hackney's estimated additional cost is likely to be £740k. In anticipation of a potential second spike, a further £16m fund will be created as a provision across London, and Hackney's share of this will be a further £510k. This has been factored into the reporting position this month.

## Detailed impact of COVID-19 on CACH

This is set out below

### Impact of COVID-19 on CACH Costs and Income

Additional Spend £000	Reduced Income £000	Net Effect £000	Sub-Service	Variance Narrative
640	-	640	FLIP  Young Hackney and DAIS  CIN, A&A and DCS  DMT	<p><b>Workforce Pressure</b> Termination dates for some Family Learning Intervention Project ( FLIP) staff have been extended and support is being provided to other service areas via Rapid Support.</p> <p>This is for an additional YH business support officer and DAIS intervention officer due to a peak in workload created by COVID-19</p> <p>Delays in CIN agency staff leaving due to COVID-19 lockdown; A&amp;A staff unable to obtain work permit due to COVID-19; additional DCS staff due to increase in workload.</p> <p>Increase staffing pressure due to workload cases that are not closed because of COVID-19.</p>
690	-	690	Corporate Parenting (LAC)	<p><b>LAC placement costs</b> This relates to CP placements costs, and is due to delays in step-downs, placements being extended (i.e. beyond their 21st birthday) as well as additional support hours. Also increased residential placements due to unavailability of foster carers during this period.</p>
315	-	315	Corporate Parenting (LC)  NRPF	<p><b>Care Leavers</b> April/May actual = £18k plus June £18k plus July £27k, then £27k a month for 8 months =£279k.</p>

				This also includes increasing the subsistence payment by 25%, £25 internet allowance for each family and Free School Meal allowance for children who were not receiving a school meal allowance from their school during COVID-19 lockdown
90	-	90	DCS / Short Breaks	<b>Other</b> This assumes pressure to apply a 10% increase to DCS home care packages in line with home care for adult providers.
2,400		2,400	ASC - Care Support Commissioning	<b>ASC - Supporting the Market</b> Additional funds provided to care providers - estimated across 12 months
648		648	ASC - Provided Services & ASC Commissioning	<b>ASC - Workforce Pressures</b> Cost of engaging additional care staff to cover permanent officers shielding or self-isolating. Estimated cost of support workers for COVID-19 Urgent Housing Pathway (£54k)
1,413		1,413	ASC - Care Support Commissioning	<b>ASC - Additional Demand</b> Several care packages across ASC are now being funded by NHS discharge funds. This is the full year estimate of the additional demand cost of care packages not being supported by NHS discharge funding.
	300	300	ASC - Care Support Commissioning	ASC - Loss of care charges income
150			ASC Commissioning	Delay in delivery of Housing Related Support savings
55		55	PH	<b>PH - COVID 19 Triage Service</b> Contracted cost for the year
1,250		1,250	PH	<b>PH - Additional Mortuary costs</b>
375			PH	Delay in delivery of PH savings in Substance Misuse and the Healthier City and Hackney Fund
30	438	468	HLT	<b>High Needs and School Places</b> Kench Hill Charity grant and loss of SEND traded income.
	141	141	HLT	<b>Education operations</b> Loss of traded income and additional ICT costs
	1,018	1,018	HLT	<b>Early Years, Early Help and Wellbeing</b> Loss of child care income in children's centres.
	462	462	HLT	<b>Schools Standards and Performance</b> Loss of traded income.
906	-	906	HLT	<b>Contingencies and Recharges</b> Mainly potential payments to schools to compensate for loss of children centre income and potentially supporting schools with additional costs through COVID-19 in



				areas not covered by Government schemes.
9,662	2,359	11,321	<b>Total</b>	

### 4.3 NEIGHBOURHOODS AND HOUSING

The forecast position for Neighbourhoods and Housing Directorate is a £13.7m overspend, primarily as a direct result of COVID19. The forecast includes the use of £1.2m of reserves, the majority of which are for one off expenditure/projects.

The estimated total COVID19 impact in Neighbourhoods and Housing as of July 2020 is £13.2m of which £11.0m is an income shortfall and £2.2m is additional expenditure.

Environmental Operations is showing an overspend of £3.618m, which is an adverse movement of £214k from May position. The movement relates to an increase in agency forecast for COVID cover until the end of Sep 2020 and additional purchase of PPE. The overall overspend is made up of £2.549m relating to a shortfall in income mainly from commercial waste and hygiene services due to the lockdown as businesses have closed and all services which require going to residents' homes have been ceased in line with Government guidelines. A further £783k expenditure relates to additional supplies and services such as PPE, and hand sanitisers for all staff. £286k is the net non-COVID-19 overspend in the service which relates to various operational running costs within the service.

The Parking service is showing a net overspend of £6.1m accounted for by a £6.5m income shortfall. There has been a positive movement of (£164k) from May 2020 position due to staffing under spends. The lockdown has meant a reduced amount of income in all income streams within Parking. In the first two months of the lockdown parking income dropped by 44% from last year. If this pattern is maintained for the full year then income forecast is likely to be in the region of £14.6m against a budget of £25.8m, which would be a shortfall in income of £11.2m in the parking account. The current forecast in parking income is £19.2m, which is still a shortfall in income of £6.5m (25%) from budget. This forecast assumes people's behaviour going back to some sort of normality in the coming months.

The Parking income model is being updated on a weekly basis considering actuals being received and activity volumes which will inform the forecast accordingly in the coming months.

Market and Shop Front Trading is overspent by £849k of which £796k is an income shortfall and £75k is additional expenditure both of which are a direct result of the lockdown. There is an adverse movement of £43k from May 2020 position as additional safety and security measures are put in place for the markets to open. The combined Markets and Shop Trading income budget is £1,600k and it is expected that half of that is likely to be achieved now the lockdown is being lifted. Even though the lockdown is beginning to be lifted on markets' activities it is difficult to make the markets safe for social distancing and therefore take-up of market stalls is limited because the footfall into markets is limited due to the need to maintain social distancing. This will continue to be the case for the foreseeable

future and will be reflected in the reduced income forecast in the market's budget over the coming months.

Streetscene is showing a net overspend of £417k which is a positive movement of (£59k) from the May 20 position due to staffing. The current forecast is showing a shortfall in income of £479k. The service is expecting things to improve in the coming months as the lockdown eases in the construction industry.

Other than the impact of COVID-19, Libraries & Heritage and Leisure and Green Spaces are forecasting a break-even position and the COVID detail is listed in the table below.

Planning is forecasting an overspend of £1.5m which is due to a shortfall in planning applications fee income, PPA (Planning Performance Agreement & CIL income. The shortfall in planning application fee income is linked to a decline in the number of very large major applications being received rather than a significant fall in overall planning application numbers for the past 2 years. This has further resulted in a reduction in the CIL and s106 income for the 1st quarter, further increasing the overspend this month by £692k.

There are several large schemes at the pre-application stage which are due to be submitted in early 2020/21. The development industry is also putting on hold the submission of major planning applications until there is more clarity on the impact of Covid-19, Brexit and the Hackitt review on build cost and sales value as this impacts the viability and deliverability of their schemes.

Despite a 20% uplift in planning fees 2 years ago, the income has consistently fluctuated between £1,500k to £1,700k over the past 3 years. With a budget of £2,200k and a plateau in the housing market, this level of income is unachievable. The income target for minor applications of £1,200k is forecast to be achieved, however the cost of determination of minor applications is more than the fee received as Local Authorities have not yet been afforded the option by the Government of setting their own fees. In practice, major applications help subsidise minor applications therefore the shortfall in new major applications will also detrimentally affect this cross subsidy. This is a national issue which the LGA is highlighting to government, stating

"Council planning departments work hard to approve nine in 10 planning applications as quickly as possible with the number of permissions granted for new homes doubling since 2012. However, taxpayers are still having to subsidise a £180 million annual bill to cover the cost of processing applications, which is why councils need to be able to set their own planning fees."

The Head of Planning is taking the following actions to address this budget pressure for 2020/21:

- The implementation of a new planning back office system will deliver process and cost efficiencies especially within the planning application registration and validation process, these efficiencies will help offset any underachievement of income.
- Review of the Planning Service cost base including non-staff costs.
- Benchmarking with other planning authorities with a focus on sustainable caseloads.
- Review of the Growth Team activity and Planning Performance Agreements

Within the Housing General Fund, there are some small underspends within Staffing which are offset partly by increased staffing expenditure within Regeneration.

### Impact of COVID-19 on N&H

Additional Spend, £000	Reduced Income £000	Net Effect £000	Sub-Service	Variance Narrative
113	101	214	Libraries & Heritage	The service is not expecting any income during 20/21 for library fines, room bookings, sales etc due to the initial closure and future uncertainty of how the long-term service will operate. The additional expenditure was based on a prudent approach to security where the contract had not changed despite the closures. Additional deep cleaning was required before the service could reopen in its reduced form and some allowance had been made for this. The change in forecast to May is due to the measures required to safely reopen a restricted service in terms of additional daily cleaning and security staff on site during the library opening hours.
715		715	Leisure Services	This is the estimate of additional costs required to support GLL who manage the Leisure centres within Hackney. The total amount is being taken from the contract surplus share which GLL are holding on Hackney's behalf.
145	379	524	Events & Green Spaces	Parks & Green Spaces have two main areas of expenditure relating to COVID-19, which are additional emptying and cleaning of the bins (£74k) across parks and green spaces and cleaning of the toilets (£71k) (which had to be re-opened due to increased usage of the parks since lockdown). The loss of income is primarily down to the Events Team - as no bookings are expected this year and Parks in general where all income including from internal sources is on a much reduced expectancy or none at all

				(corporate volunteering and General parks Events).
783	2,549	3,332	Environment Ops	Environment Ops has three main areas of expenditure that have been impacted heavily by Covid-19. The use of agency staff to cover both sickness and staff absences, use of agency staff to cover food deliveries for the council, internal vehicle cleaning every day and where required to help the service or Council (£441k). This forecast is up to the end of Sept 20, the figures will be reviewed after this to update the forecast. The ongoing purchase of PPE and other equipment to aid daily operational works, such as masks, gloves, and sanitizers (£302k). The virus has also had a large impact on income especially Comm Waste due to so many businesses closing during the ongoing lockdown (£2,361k), also an increase in the bad debt provision of (40K) to account for more defaulters due to either struggling to reopen or struggling to continue as going concerns. Hygiene Services - the inability to go into people's homes and buildings (£137k) and (£50k) on Bulky waste collections which had a significant drop off in requests in Apr and May 20. Whilst the lockdown has started to ease, and businesses slowly start to reopen there is still much uncertainty surrounding how many clients will reopen or struggle to continue in business or pay existing charges.
0	6,568	6,568	Parking	There has been a significant impact on Parking services due to COVID19 in all income areas from PCNs, Pay and Display, Suspension and Permits. Current full year income forecast is £19.3m against a budget of £25.8m <b>which is a shortfall in income of £6.5m</b> . There are various minor underspend variances in other areas of the service of (£397k) giving a net overspend position of £6.1m.
74	796	870	Markets and Shop Front Trading	Market stalls and Shop Front Trading have been heavily impacted by COVID19 as shops and markets have been closed since the lockdown. There has been no

				income in quarter one. As the lockdown continues with the Government advice on markets being able to open, the take up has been very little and it is difficult to make the areas safe for social distancing.
	479	479	Streetscene	All the variance relates to income shortfall. Whilst the current circumstances have decimated some areas, in particular around NRSWA (s74), there are some signs of recovery. The service anticipates that utilities and developers will start to use their services as lockdown eases and "normal" circumstances resume. The forecast figures are a current cautious projection for this year.
420	94	514	Community Safety, Enforcement & Business Regulation	Civil Protection - £256k overspend consists of expenditure for: 1) PPE sourced for procurement. 2) Overtime, extra staff costs and other expenses for staff recruited for COVID-19, after authorisation by Gold. 3) Training provided to other teams such as Gold Loggists. 4) Extra infrastructure and equipment costs for needs such as temporary mortuaries, the Mobile Testing Unit site, the PPE Sub regional Hub, Food Hub etc. Enforcement - reduced income £24k due to less Fixed Penalty Notices. Enforcement officers' overtime £69K. CS Enforcement BR Management £28K, High court fees for Hackney Marshes & London Fields, £60K Security patrols in Parks. Licensing & Technical Support - Reduced income £70K TENS. Business Regulation EH & TS - Specialist Noise Advice and Control Officer overtime £7K
<b>2,250</b>	<b>10,966</b>	<b>13,216</b>		

#### 4.4 FINANCE & CORPORATE RESOURCES

Finance and Resources is forecasting an overspend of £14.805m (before the inclusion of reduced council tax and business rates income of £20.500m (primarily reflecting lower forecast collection rates). Of this £14.313m is owed to COVID-19, which leaves a non-COVID overspend of £492k which is spread across various services.

The impact of COVID-19 on the directorate is as follows: -

Commercial Property is forecasting a £2.8m rental loss relating to COVID-19 and £165k additional security costs. £1.8m is expected to be written off and currently

we have a 'deferred' amount of £0.78m. Of this 50% is assumed to be paid by year end. There is also increased expenditure on security and patrols of retail properties during lockdown.

Additional cost pressures in Revenues and Benefits sum to £3m. The collection of benefits overpayments has reduced by £1.6m because of COVID-19. The remaining £1.4m is primarily owed to loss of court costs income (£0.9m), additional staffing requirements across the service to deal with increased workload resulting from COVID-19 (particularly claims management), increased administrative costs associated with re-billing (print costs and postage costs), and anticipated additional expenditure on the Discretionary Crisis Support Scheme.

Customer Services is reporting a COVID-19 related cost of £282k relating to additional staff and software needed to add capacity to handle support for vulnerable residents.

There is an estimated £3.8m of Housing Needs costs arising from COVID-19 which result from two main sources. Firstly, the service has incurred additional staff costs to carry out the rough sleeping initiative and to move people into emergency accommodation and latterly into more settled accommodation; and has incurred additional direct costs of emergency accommodation. The service has also incurred costs with landlord incentives, required to secure accommodation and is forecasting having to make provision for those residents in Temporary Accommodation unable to pay their rents due to COVID-19.

Registration Services have been severely affected by COVID-19 which has created a forecast £500k shortfall resulting from a significant reduction in Ceremony Services (75%) and Citizenship Awards (50%). The impact of COVID-19 has led to a decrease of approximately 56% of income compared to last year whilst expenditure on staffing has also increased as there has been a requirement for sessional staff to cover front line services whilst some vulnerable staff work from home.

The Central Procurement and the Energy Team is forecasting COVID-19 related costs of £2.6m. The COVID expenditure relates to PPE which is being managed as a coordinated effort across the council with the ordering being led by Procurement. The spend on PPE to date is approximately £1.9m. It is difficult to try to estimate the usage going forward, and several items of equipment are still held in stock such that in some instances the stock levels will be sufficient for several months. However, the use of PPE will probably be required over a longer period of time than may have been anticipated at the start of lockdown, so a forecast of £0.7m further expenditure has been added to the spend to date to try to account for this.

There is a £245k COVID-19 cost in ICT resulting from the requirement for additional agency staff and equipment to ensure staff are able to work from home;

and there are additional operational costs in Facilities Management (Cleaning) arising from COVID-19.

#### **4.5 CHIEF EXECUTIVE**

Overall, the Directorate is forecasting to overspend by £1.54m of which £1.468k is owed to COVID-19.

Policy, Strategy & Economic Development are reporting an overspend of £770k all of which is due to COVID-19, arising from food parcels for residents who cannot access or afford food during COVID-19, security and moving costs (£649k) and Emergency Grants to 4 organisations in the Voluntary Sector to provide COVID-19 related services (£121k)

Communications is forecasting an overspend of £770k, most of which is due to the impact of COVID-19, which has reduced film income by £75k; venues income by £430k (refunds and lost bookings) and advertising income by £52k.

Legal and Governance, Chief Executive Office and HR are forecast to come in at budget.

#### **4.6 Housing Revenue Account (HRA)**

The impact of COVID-19 on the HRA is to increase net expenditure (income less expenditure) by total of £3.1m

It is estimated that there will be increased arrears of £1.7m in respect of dwelling rents, tenant charges and commercial income arising from COVID-19. It is assumed there will be an increase in irrecoverable debts and therefore an increase in the bad debt provision. Income, especially rent collection, is being monitored on a weekly basis and improvements in the rent collection rate will inform the level of provision for bad debts as the year progresses.

There is also likely to be a further reduction in rent income and tenant charges during the year arising from voids, increased expenditure on Housing Repairs and reduced Commercial properties income - Q1 rental charges have been deferred and Property Services are currently reviewing deferral of Q2 rents. It is estimated that income collection will reduce by £100k as some properties will require rent reductions / rent free periods. Any non-payment of rents will be accounted for within the bad debt provision. In addition, Community halls income is forecast to reduce due to a lack of bookings. The total reduction is an estimated £420k.

There are also variations from budget which are not related to COVID-19 but the only significant variation is within Special Services (£100k). The Special Services variance is due to increased costs of the integration of the Estate Cleaning service which is being reduced over 3 years. The overspend here is offset by variations to budget within other services.

#### **4.7 CAPITAL**

This is the first OFP Capital Programme monitoring report for the financial year 2020/21 and COVID-19 has had a significant impact on project timing. The actual year to date capital expenditure for the four months April 2020 to July 2020 is £20.7m and the forecast is currently £215m, £131.7m below the revised budget of £346.7m.

In each financial year, two re-profiling exercises within the capital programme are carried out in order that the budgets and monitoring reflect the anticipated progress of schemes. In normal circumstances the phase 1 re-profiling is done as part of Quarter 2 capital monitoring but considering the additional financial pressures arising from Covid-19, the decision to bring forward phase one re-profiling as part of Quarter 1 capital monitoring was taken. September Cabinet is asked to approve a total movement of £126.7m into future years. A summary of the forecast and phase 1 re-profiling by directorate is shown in the table below along with brief details of the reasons for the major variances.

**Table 1 Summary of the Capital**

<b>Table 1 – London Borough of Hackney Capital Programme – Q1 2020-21</b>	<b>Revised Budget Position</b>	<b>Spend as at end of Q1</b>	<b>Forecast</b>	<b>Variance (Under/Over)</b>	<b>To be Re-profiled Phase 1</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Children, Adults & Community Health	16,446	146	6,740	(9,705)	8,905
Finance & Corporate Resources	15,292	680	13,693	(1,598)	2,748
Mixed Use Development	105,203	8,010	60,487	(44,716)	44,716
Neighbourhoods & Housing (Non)	47,282	3,549	26,146	(21,136)	15,693
<b>Total Non-Housing</b>	<b>184,222</b>	<b>12,386</b>	<b>107,066</b>	<b>(77,156)</b>	<b>72,062</b>
AMP Capital Schemes HRA	94,358	4,952	49,147	(45,211)	45,211
Council Capital Schemes GF	1,007	261	1,404	397	(397)
Private Sector Housing	2,464	90	1,020	(1,444)	1,444
Estate Renewal	28,758	306	33,879	5,122	(5,122)
Housing Supply Programme	21,592	499	15,464	(6,128)	6,128
Other Council Regeneration	14,314	2,235	6,986	(7,328)	7,328
<b>Total Housing</b>	<b>162,493</b>	<b>8,342</b>	<b>107,900</b>	<b>(54,593)</b>	<b>54,593</b>
<b>Total Capital Expenditure</b>	<b>346,715</b>	<b>20,728</b>	<b>214,966</b>	<b>(131,749)</b>	<b>126,656</b>

#### CHILDREN, ADULTS AND COMMUNITY HEALTH

The current forecast is £6.7m, £9.7m below the revised budget of £16.4m. More detailed commentary is outlined below.

<b>CACH Directorate Capital Forecast</b>	<b>Revised Budget</b>	<b>Spend</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>



Adult Social Care	1,136	7	197	(939)
Education Asset Management Plan	5,887	111	1,577	(4,309)
Building Schools for the Future	586	12	97	(489)
Other Education & Children's Services	1,226	(7)	964	(262)
Primary School Programmes	4,054	(73)	1,957	(2,096)
Secondary School Programmes	3,558	96	1,949	(1,609)
<b>TOTAL</b>	<b>16,446</b>	<b>146</b>	<b>6,740</b>	<b>(9,705)</b>

### Adult Social Care

The overall scheme is forecasting an underspend of £0.9m against the respective budget of £1.1m. The two main capital projects in this area are Oswald Street and Median Road Day Resource Centre. Oswald Street Day Centre project is complete and the expenditure this year relates to health and safety and fixtures. The minor variance relates to final accounts and will be reprofiled to 2021-22 when these are expected to be settled. The new day centre was officially opened back in October 2018 and brings all existing day centre services together under one roof and will be used by people with a range of complex needs including dementia, learning disabilities, physical disabilities, and autism.

Median Road feasibility was concluded last year but there is more detail to work through. On this basis the resources held for Median Road will be reprofiled to 2021-22 and a small budget held this year for further feasibility studies. This capital project is the first phase of the Council's proposal to transform the current configured Median Road Resource Centre into a new facility which provides interim care services, intermediate care services and residential nursing care accommodation to adults with learning disabilities.

### Education Asset Management Plan

The overall scheme is forecasting an underspend of £4.3m against an in-year respective budget of £5.9m. The main variance relates to Shoreditch Park Primary School which is forecasting a £2.2m underspend against the in-year respective budget of £2.6m. The roof and kitchen alterations are completed. The next round of capital works includes the first-floor internal alteration, music room, playground, and toilet refurbishment. All are due to be completed by the end of the year. The structural repairs to the main school are completed. The Art block element of the project is likely to spend 15% of its budget this financial year and the balance has been reprofiled. Due to Covid-19, the external toilet works have been deferred until Summer 2021. The MUGA element is ongoing and planned to complete this financial year. The resurfacing of the playground is currently on hold with the external gate works now completed. The refurbishment of the internal toilets has been completed and it is currently in the defect period. The variance will be reprofiled to 2021-22.

### Building Schools for the Future

The overall scheme is forecasting an underspend of £0.5m against the in-year respective budget of £0.6m. The works at Stormont College SEN and Mossbourne are complete and part of the underspend this financial year will be offered up as savings and the remainder will be used to support the cooling works at Ickburgh which is on-going with no delays anticipated at this time.

## Other Education & Children's Services

The overall scheme is forecasting an underspend of £0.3m against the in-year respective budget of £1.2m. There are no asbestos works planned for this financial year therefore the funding for this has been re-profiled to 2021-22. The tendering at The Garden School SEND is due in January 2021 and the revised budget is currently re-profiled to actual spend. These capital works will increase the number of the Post-16 places for pupils with Autistic Spectrum Disorder and Severe Learning Difficulties Places.

The forecast for Gainsborough SEND is the cost of technical advisers projected for this financial year. The plan is to complete the scheme this financial year with any overspends supported from the 2021-22 budget which will be reprofiled accordingly. Retention payments are planned for 2021-22. This project aims to provide additional capacity for 10 additional resourced provision placements to allow primary aged children with Social, Emotional and Mental Health Needs (SEMH) to access a mainstream setting at a level which supports their learning and development.

## Primary School Programmes

The overall Primary School Programme is forecasting an underspend of £2.1m against the in-year respective budget of £4.1m. The most significant variance is Woodberry Down which is reporting an underspend of £1m against the in-year respective budget of £1.1m. The expenditure this financial year will be consultants' costs projected up to the tender phase with costs relating to ground-breaking works and the remaining budget has been re-profiled to 2021-22.

Further surveys at several schools have been carried out for the next phase of remedial works to the facades and it recognises additional works are required. This is the rolling programme of health and safety remedial works to facades of 23 London School Board (LSB) schools that began in 2017. On the outcome of these surveys there will be a spending approval request via CPRP bid to increase the current budget from the available resources which was already approved during budget setting. The overall variances have been reprofiled to 2021-22 to support any retention payments and to support the next phase of the programme.

## Secondary School Programmes

The overall scheme is forecasting an underspend of £1.6m against the in-year respective budget of £3.6m. The two main significant variances relate to The Urswick School Expansion and Stoke Newington School Drama Theatre and associated ancillary spaces.

The Urswick School Expansion works to the science lab will start later in the year and the expansion of the school element will start possibly in early 2021-22. The variance has been re-profiled to 2021-22 to reflect the actual expected delivery of

the works. This capital project is to support the increased pupil growth of the school to the 6th Form Entry to include the additional three general classrooms, two seminar rooms, science studio, ICT room, general stock room and ICT equipment store.

The Stoke Newington School forecast includes the works identified this year and the projected retention for the refurbishment of the drama theatre. During the BSF programme, Stoke Newington was one of the three schools that was partially refurbished rather than rebuilt and as a result there were certain areas that still required upgrading to BSF standards. This drama theatre is one such area. It is crucial for the delivery of the drama curriculum, as well as for use as an assembly hall and for general teaching.

## FINANCE AND CORPORATE RESOURCES

The overall forecast in Finance and Corporate Resources is £74.2m, £46.3m under the revised budget of £120.5m. More detailed commentary is outlined below.

F&R Directorate Capital Forecast	Revised Budget	Spend	Forecast	Variance
	£000	£000	£000	£000
Property Services	10,126	502	9,846	(280)
ICT	4,150	292	2,882	(1,268)
Financial Management	209	(109)	520	311
Other Schemes	807	(4)	445	(362)
<b>Total</b>	<b>15,292</b>	<b>680</b>	<b>13,693</b>	<b>(1,598)</b>
Mixed Use Development	105,203	8,010	60,487	(44,716)
<b>TOTAL</b>	<b>120,494</b>	<b>8,691</b>	<b>74,180</b>	<b>(46,315)</b>

### Strategic Properties Services - Strategy & Projects

The overall scheme is forecasting an overspend of £2.9m against the in-year respective budget of £10.1m. Covid-19 has impacted the wider Corporate Estate Rationalisation (CER) Programme with increased staff working from home and the re-opening of public buildings with strict rules of social distancing. The main variance relates to the refurbishment of the Council Office building Christopher Addison House which is forecasting an overspend of £0.8m. Several design issues relating to the structure were realised after work had commenced by the contractor. This has resulted in proposed variations to the contract which if approved will increase the ceiling price of the main contract. There will also be an increase to other costs associated with the project, but these will be covered by the existing contingency. Assuming the approval is given, the project is scheduled to complete in October 2020. This programme is part of the wider Corporate Estate Rationalisation (CER) Programme and the need to consolidate the Council's buildings to make better use of the space.

The other significant variance relates to the flooring replacement to the Council's Hackney Service Centre. The decision to bring forward several works at this building was taken. A large part of the Council's workforce continues to work from home which is a good opportunity to complete all the works this financial year. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

### ICT Capital

The overall ICT scheme is forecasting an underspend of £1.3m against the in-year respective budget of £4.1m. The main variance relates to the resources held for the overall ICT capital programme which will support future capital projects planned for 2021-22. The variance has therefore been re-profiled.

The rolling programme of the End-user and Meeting Room Device Refresh should have ended last financial year but due to priorities shifting to home working, more support is required relating to the roll out of new devices. Several additional chrome books have been purchased as part of the new way of working. Expenditure this financial year will be on staffing and hardware with the remainder of the budget to be earmarked for installing kit in Christopher Addison House, meeting room refresh and hardware. This is dependent on council plans as kit may be transferable from existing buildings if they are not at full capacity. This project relates to the roll out of the device refresh model for council staff and meeting room devices across the core Hackney campus.

The other variance is the Hackney Learning Trust G-Suite work which is underway but the actual migration to G-suite is likely to start in September due to most staff being on school holidays. This project is for consultation and implementation only so no devices will be purchased. The variance has been re-profiled to 2021-22.

### Other Schemes

The overall scheme is forecasting an underspend of £0.4m against the in-year respective budget of £0.8m. These schemes cover smart meter data, the home energy efficiency measures (Green Homes Fund), Solar PV Panel and the pilot of Solar Panel in Leisure centres. The forecast spend is to pay the current installer, planning applications costs and cost of two plaques for the pilot solar panels. There will be further feasibility studies on the wider solar panels' rollout for the Council's stock, therefore, the variance has been re-profiled to 2021-22.

## Mixed Use Developments

Tiger Way and Nile Street is forecasting an underspend of £10.1m against the in-year respective budget of £14.1m. The Design and Build (D&B) projects at Tiger Way are in the defects periods. Outstanding defects are being undertaken on a priority basis; where works are a priority for reasons of health, safety, and security they have been undertaken by McLaren and their subcontractors. Until recently defects that were not a priority had been put on hold, but more recent updates from Government have enabled McLaren and their subcontractors to put in place revised safe methods of working and action practically all of the lower priority defects too. The situation continues to be the subject of regular review in accordance with the latest Government advice. In addition to the above defects, the replacement of the Nightingale School roof is a significant piece of defect rectification at Tiger Way. In respect of Covid-19 the principal contractor, McLaren, is organising the works in compliance with site operating procedures and guidance issued by construction industry organisations. Close liaison has been maintained with the school, so that the operations of McLaren do not conflict with those of the school, who have their own Covid-19 operating procedures relating to their teaching environment to comply with. The variance relates to final accounts, forecasted voids and associated costs, project management costs, sales agent and marketing fees and has been re-profiled to 2021-22.

Britannia Site is forecasting an underspend of £34.6m against the in-year respective budget of £87.6m. Phase 1a (Leisure Centre) is on target for completion in March 2021. Phase 1a - South elevation is being fast tracked to enable the temporary energy centre installation in September. Pool works continue to increase in momentum to make up for lost time due to COVID-19. Phase 1b (School) is on target for completion in May 2021. Phase 1b - Windows have commenced to ground and first floors. Concrete topping to precast concrete floors is now complete and lift installations have commenced. Morgan Sindall continues to progress at speed and there are no major issues to report. Phase 2a (Homes) is still awaiting Section 77 approval and will be reprofiled once this is received. Phase 2b remains under review. The variance has been re-profiled to 2021-22 to reflect the actual programme of works.

## NEIGHBOURHOODS AND HOUSING (NON-HOUSING)

The overall forecast in Neighbourhoods and Housing (Non-Housing) is £26.1m, £21.1m under the revised budget of £47.3m. More detailed commentary is outlined below.

N&H – Non-Housing Capital Forecast	Revised Budget	Spend	Forecast	Variance
	£000	£000	£000	£000
Museums and Libraries	6,070	222	1,310	(4,760)
Leisure Centres	1,590	0	1,490	(100)
Parks and Open Spaces	13,457	649	7,025	(6,432)
Infrastructure Programmes	12,411	543	7,294	(5,117)
Environmental & Other EHPC Schemes	5,409	1,055	5,162	(246)
Public Realms TfL Funded Schemes	4,185	1,045	1,425	(2,760)
Parking and Market Schemes	358	0	0	(358)
Other Services	900	0	100	(800)
Regulatory Services	79	0	0	(79)
Safer Communities	1,133	3	1,133	0
Regeneration	1,691	31	1,206	(484)
<b>Total</b>	<b>47,282</b>	<b>3,549</b>	<b>26,146</b>	<b>(21,136)</b>

### Museums and Libraries

The overall scheme is forecasting an underspend of £4.8m against the in-year respective budget of £6.1m. Several of the capital works relating to Hackney's museum and libraries have been reviewed considering Covid-19 and are unlikely to progress this financial year. Therefore, the variance has been re-profiled to 2021-22.

### Leisure Centres

The overall scheme is forecasting to come in line with the in-year respective budget of £1.6m. The leisure centres have been closed to the public since Covid-19 and during this closure the Council has attempted to progress vital repair works. The works to pools have been delayed due to the contractor's staff being furloughed which has led to the delayed opening of some of the pools. The phased re-opening of services at our leisure centres started from 25 July 2020 with additional safety and hygiene measures in place in line with coronavirus regulations. The forecast this financial year will fund the essential works to the roof of King's Hall Leisure Centre and essential repair works at Clissold Baths to continue meeting the Council's landlord obligations in respect of on-going maintenance. It is likely that the repair works that are currently being done at London Fields Lido (not new works) will also need to be funded from this budget. This capital spend will maintain the leisure facilities and ensure they are accessible and welcoming for the whole community.

### Parks and Open Spaces

The overall scheme is forecasting an underspend of £6.4m against the in-year respective budget of £13.5m. The most significant variances relate to Abney Park restoration project, Shoreditch Park and West Reservoir Improvements.

The Abney park project is underway following the successful grant application to the National Lottery Heritage Fund (NLHF) in December 2019. We have entered the delivery stage of the project to refurbish the chapel, building of a new cafe, rebuilding of the Southern entrance and delivery of activity programme. Covid-19 has had very little impact on the project as the design team are successfully working remotely. The project is on target for on-site work in May 2021. The underspend of £1.5m has been re-profiled to 2021-22 to reflect the anticipated delivery of the programme of works.

Shoreditch Park feasibility and design works will be completed in 2020-21 and the main construction works will take place early in 2021-22. Like most projects the variance is mainly due to Covid-19 and the known financial pressures facing the Council.

Springfield Park Restoration is on budget (£2.6m). The construction site closed for six weeks because the contractor was experiencing problems sourcing materials and they were unable to work on site and adhere to the Government's social distancing regulations. The site has now reopened, and progress is being made with utility suppliers and providers on new supplies, routes, and metering. Stables Marketing has been affected as most agents are furloughed and the market is slow. The closure has meant that the practical completion date has been pushed back to December 2020. The NLHF are aware of the delay to the programme and it has no impact on the funding or our ability to meet their requirements.

West Reservoir Improvements Project is a big project and it is likely that the plans may have to be scaled down. The project has been put on hold for this financial year and will be reviewed next year. The variance has been re-profiled to 2021-22.

Play areas, sport courts and toilets were closed since Covid although most have now reopened or are planned to be opened by September/October in line with strict rules from Public Health. The development works have been put on hold and the variance re-profiled to 2021-22.

The parks have remained open during the lockdown and remain the main hub for recreational space for the community. Expenditure this financial year will be essential repair and maintenance and the variance re-profiled.

### Infrastructure

The overall scheme is forecasting an underspend of £5.1m against the in-year respective budget of £12.4m. Covid-19 has impacted the delivery of several projects and up to 50% of the overall budget has been re-profiled to 2021-22. The department is conducting a full review of the capital projects to identify critical sites and produce a slimmed down version of the programme of works. This includes Park Trees, Highways Surface Water Drain Risk, LED Lights on Highways Bridge Maintenance Schemes, and highways works to several sites in the borough. The main risk will be costs potentially being higher in the future if work is delayed.

## Environmental Services and Other

The overall scheme is forecasting to come in line with the in-year respective budget of £5.4m. The only underspend relates to bin weighing equipment which will be procured in 2021-22 and the variance re-profiled.

## Public Realm's TfL Funded Schemes

The overall scheme is forecasting an underspend of £2.8m against the in-year respective budget of £4.2m. All of these schemes are grant funded to facilitate the delivery of the TfL funded schemes to implement measures to reduce road traffic accidents and fund projects to encourage sustainable transport within the borough. Most of these schemes are being ceased due to TfL funding shortfall. All spend to date will be claimed and the remaining budget offered up as savings. The Council's department is conducting a full review of the capital projects to identify a new replacement scheme.

## Regeneration (Non-Housing)

The overall scheme is forecasting to come in line with the in-year respective budget of £1.7m with a minor underspend. Full spend of budget confirmed by the Project Manager before the end of Mar 2021. Contract for works to the Multi Games Area at 80-80a Eastway including the erection of support classrooms and structures will be signed imminently.

## HOUSING

The overall forecast in Housing is £107.9m, £54.6m below the revised budget of £162.5m. More detailed commentary is outlined below.

Housing Capital Forecast	Revised Budget	Spend	Forecast	Variance
	£000	£000	£000	£000
AMP Housing Schemes HRA	94,358	4,952	49,147	(45,211)
Council Schemes GF	1,007	261	1,404	397
Private Sector Housing	2,464	90	1,020	(1,444)
Estate Regeneration	28,758	306	33,879	5,122
Housing Supply Programme	21,592	499	15,464	(6,128)
Woodberry Down Regeneration	14,314	2,235	6,986	(7,328)
<b>Total Housing</b>	<b>162,493</b>	<b>8,342</b>	<b>107,900</b>	<b>(54,593)</b>



## AMP Housing Schemes HRA

The overall scheme is forecasting an underspend of £45.2m against the in-year respective budget of £94.4m. The projected underspend at Quarter 1 represents the latest assessment of Covid-19 and its enduring impact on capital projects and in particular their starting times.

Contract 1 contributes 50% of the reprofiling with uncertainties arising from; social distancing, a backlog of Section 20 applications (where we must consult leaseholders on any major works taking place in the block) and access for Kitchen and Bathroom installations. Contract 1 is also undergoing renegotiation of its principal contracts under Project Partnering Contract (PPC) and through the South East Consortium for circa £40m.

Both the Electrical and Mechanical sectors have downgraded their programmes but are hopeful of improving their forecast for Quarter 2 following the collation and assessment of field intelligence. The variance has been reprofiled to 2021-22 to recognise the change which has affected the programme of works.

## Council Schemes GF

The overall scheme is forecasting an overspend of £0.4m against the in-year budget of £1m. This relates to the allowance made for major repair works at multiple Hostels (Housing Needs) properties and the Borough Wide Housing Under Occupation where some regeneration properties are being used as Temporary Accommodation. Borough-wide Housing regeneration void works for Temporary Accommodation have accelerated along with the works at 111 Clapton Common. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

## Private Sector Housing

The main variance relates to the Disabled Facilities Grant which is forecasting an underspend of £1.1m against the in-year budget of £1.9m. There is a reduction in spend due to Covid 19 access issues. The variance has been reprofiled to 2021-22 to recognise the change affecting the programme of works.

## Estate Regeneration

The overall scheme is forecasting an overspend of £5.1m against the in-year respective budget of £28.8m. The Estate Regeneration (ERP) was first approved in 2011 (updated in 2015, refreshed in 2016 and updated in 2019) is a Council-led programme that will deliver nearly 3,000 homes across 18 sites/estates including 195 refurbished properties. The programme will deliver new homes of mixed tenure of social rent, shared ownership and outright sale focused on meeting existing and future housing needs with the aim of achieving the highest proportion of genuinely affordable homes that is viable. The progress on the capital projects is set out below:

Tower Court works have accelerated again after a slow down due to Covid-19. The budget from 2021-22 has been re-profiled back to current year to cover this overspend.

Kings Crescent Phase 1 and 2 sites are now complete and the spend in 2020-21 relates to retention payment.

Kings Crescent Phase 3 and 4 on site dates will be early 2021-22. Expenditure this year relates to Design fees and Planning.

Colville Phase 2 site was handed over and the spend in 2020-21 relates to final construction payment and consultant fees.

Colville Phase 2C demolition due to start next financial year and the spend this year relates to consultancy and survey fees.

The Colville Phase 4 and 5 estimated four buybacks to be completed this financial year.

St Leonard's Court site handed over and the spend in 2020-21 relates to consultant fees and sales and marketing.

Nightingale spend relates to consultation fees.

Marian Court Phase 3 demolition takes place this financial year and procurement is on-going.

Garage Conversion Affordable Workspace design work and surveys to be carried out this financial year.

Sheep Lane purchase of 'off the shelf' units should be handed over in Quarter 3.

#### Housing Supply Programme

The overall scheme is forecasting an underspend of £7.3m against the in-year respective budget of £14.3m. The Housing Supply Programme (HSP) was approved by Cabinet in 2016 (updated 2020) to focus on delivering new homes on Council owned sites for social rent and shared ownership. The additional affordable housing will help meet the challenge of reducing the number of families being housed in temporary accommodation. The progress on the capital projects is set out below:

Gooch House works are currently forecast to start in Quarter 4 of 2020-21.

Wimbourne Street is due to start on site next financial year. Procurement will take place during 2020-21.

Buckland Street is due to start on site next financial year. Procurement will take place during 2020-21.

Murray Grove procurement to take place during this financial year.

Downham Road 1 and 2 planning application to be submitted this financial year. Design work ongoing.

Balmes Road planning application to be submitted this financial year. Design work ongoing.

Pedro Street project now started on site and works to accelerate during this financial year.

Mandeville Street works have now re-started after slowing during the Covid period. Due for handover in April 2021.

Tradescant House planning application to be submitted this financial year. Design work ongoing.

Lincoln Court design options being considered. Planning application to be submitted before the end of the financial year.

Rose Lipman project now started on site and works to accelerate during this financial year.

Woolridge Way project now started on site and works to accelerate during this financial year.

81 Downham Road project now started on site and works to accelerate during this financial year.

Daubeney Road project now started on site and works to accelerate during this financial year.

Hereford Road planning application to be submitted this year. Design work ongoing.

#### Woodberry Down Regeneration

The £7.3m underspend on Woodberry Down is based on a reduction of Buybacks this financial year and the variance re-profiled to 2021-22. The Woodberry Down Regeneration was first approved by Cabinet in 2004 with the forecast to deliver over 5,500 homes over a 20 year period and is being delivered by a partnership of the Council, Berkeley Homes, Notting Hill Genesis, Woodberry Down Community Organisation and the Manor House Development Trust.

## **5.0 DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

This budget monitoring element report is primarily an update on the Council's financial position and there are no alternative options here. With regards to the Property Proposal, letting of the building on a floor by floor basis has been considered but this is not considered to be viable because of the significant management cost (including a concierge, maintenance, and statutory compliance) and the much higher risk of voids.

## **6.0 BACKGROUND**

## **6.1 Policy Context**

This report describes the Council's financial position as at the end of July 2020. Full Council agreed the 2020/21 budget on 26<sup>th</sup> February 2020.

## **6.2 Equality Impact Assessment**

Equality impact assessments are carried out at budget setting time and included in the relevant reports to Cabinet. Such details are not repeated in this report.

## **6.3 Sustainability**

As above

## **6.4 Consultations**

Relevant consultations have been carried out in respect of the forecasts contained within this report involving the Mayor, the Deputy Mayor and Member for Finance, Housing Needs and Supply, HMT, Heads of Finance and Directors of Finance.

## **6.5 Risk Assessment**

The risks associated with the Council's financial position are detailed in this report.

## **7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

7.1 The Group Director, Finance and Corporate Resources' financial considerations are included throughout the report.

## **8. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE**

8.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.

8.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:

- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices and monitor compliance with them.
- (ii) Determine the accounting records to be kept by the Council.
- (iii) Ensure there is an appropriate framework of budgetary management and control.
- (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.

- 8.3 Under the Council's constitution although full Council set the overall budget it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Council's decisions. The Cabinet must take decisions in line with the Council's overall policies and budget.
- 8.4 Paragraph 2.6.3 of FPR2 Financial Planning and Annual Estimates states that each Group Director in charge of a revenue budget shall monitor and control Directorate expenditure within their approved budget report progress against their budget through the Overall Financial Position (OFP) Report to Cabinet. This Report is submitted to Cabinet under such provision.
- 8.5 Article 13.6 of the Constitution states that Key decisions can be taken by the Elected Mayor alone, the Executive collectively, individual Cabinet Members and officers. Therefore, this Report is being submitted to Cabinet for approval.
- 8.6 All other legal implications have been incorporated within the body of this report.

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<b>Capital Update Report</b> <b>KEY DECISION NO. FCR Q96</b>	
<b>CABINET MEETING DATE</b>  29 September 2020	<b>CLASSIFICATION:</b>  Open  If exempt, the reason will be listed in the main body of this report.
<b>WARD(S) AFFECTED</b>  All Wards	
<b>CABINET MEMBER</b>  Philip Glanville, Mayor of Hackney	
<b>KEY DECISION</b>  Yes  <b>REASON</b>  Spending or Savings	
<b>GROUP DIRECTOR</b>  Ian Williams Finance and Corporate Resources	

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 This report on the capital programme for 2020/21 updates members on the capital programme agreed in the 2020/21 budget, but updated following our pledge to rebuild a better Hackney as we move further into the next stage of the coronavirus crisis.
- 1.2 The capital projects recommended for funding in this report will help the Council rebuild a greener Hackney. During lockdown, our parks had never been more important to people that needed exercise and a chance to reconnect with nature and green space. Office for National Statistics figures show one in five (21%) households in London have no access to a private or shared garden. This report recommends £60K to redesign Daubeney Fields park entrances to help our residents keep connecting with their local green space, enhancing the work already undertaken with the new playground, planting, nearby new homes and the Kings Park Moving together programme. The new entrances through the Council's Connecting Green Spaces programme will encourage play, provide new wildlife habitat and sustainable urban drainage.
- 1.3 We know we can not go back to the way things were; our climate emergency motion in 2019 committed the Council to do everything it can to decarbonise council services and stop the climate emergency. That is why, following the successful pilot of installing solar panels on London Fields Lido and the West Reservoir Center, this report recommends £700K to install solar panels on the roofs of 9 council-owned community and leisure buildings. This will reduce energy costs to the Council by 10%-15% and save 389 tonnes of carbon emissions in the Borough. This report also recommends £1m to convert estate street lighting to LED bulbs, reducing energy consumption, carbon emissions, sky glow and light pollution and ensuring that our estates are fully included in our greening and sustainability work. In the medium and long-term it will also reduce energy bills for our tenants and leaseholders.
- 1.4 This report also recommends £683K to procure plastic waste bins as part of the introduction of fortnightly waste collections for street properties. Tackling the climate emergency also means tackling residual, non-recyclable waste. The Council's plans to introduce fortnightly waste collections will increase recycling rates in Hackney from 27% up to 36%, and to help our residents manage the transition we will procure new plastic waste bins.
- 1.5 Finally, we know the coronavirus pandemic has impacted our local economy. We want to rebuild a fairer economy following this crisis, and the recommended £1.8m for feasibility studies on council-owned sites in Dalston and Hackney Central will help take a strategic approach to making sure council-owned underused sites are developed to benefit their local communities, with affordable homes and workspace. This will build on the community conversations we have been leading in Dalston through the Dalston Conversation, and the new sites will be led by the Dalston Plan developed with residents. The same conversations will start with Hackney Central residents in the coming months about what they want to see in their local areas, and the benefits that council-owned sites could bring will be front and centre of that engagement.



1.6 I commend this report to Cabinet.

## 2. GROUP DIRECTOR'S INTRODUCTION

2.1 This report updates Members on the current position of the Capital Programme and seeks spending and resource approval as required to enable officers to proceed with the delivery of those schemes as set out in section 9 of this report.

## 3. RECOMMENDATION(S)

3.1 **That the schemes for Finance and Corporate Resources as set out in section 9.2 be given approval as follows:**

**Tier 1 Commercial Asset Solar Project:** Resource and spend approval of **£700k (£310k in 2020/21 and £390k in 2021/22)** is requested for the installation of solar panels on the roofs of nine corporate sites in the borough.

3.2 **That the schemes for Neighbourhood and Housing (Non) as set out in section 9.3 be given approval as follows:**

**Residual Waste Wheeled Bins:** Resource and spend approval of **£683k in 2020/21** is requested for the procurement of plastic wheeled bins as part of the introduction of fortnightly residual waste collections.

**Dalston & Hackney Town Centres Feasibility Studies:** Resource and spend approval of **£335k (£30k in 2020/21 and £305k in 2021/22)**, resource approval of **£1,505k (£505k in 2021/22 and £1,000k in 2022/23)** is requested to commission development feasibility studies for various sites in Dalston and Hackney.

**Connecting Green Spaces - Daubeney Fields:** Resource and spend approval of **£40k in 2020/21** and virement and spend approval of **£20k in 2020/21** is requested to fund the redesign of the entrances to the park.

3.2 **That the schemes for Housing as set out in section 9.4 be given approval as follows:**

**Street Lighting SLA:** Virement and spend approval of **£1,000k in 2020/21** is requested to support the maintenance of Street Lighting for the Council's Housing Estates as a result of the asset survey in August/September 2018.

**PAM Delay Costs Covid-19:** Virement and spend approval of **£1,000k in 2020/21** is requested to support the expenditure for the delay in costs associated with Covid-19.

**3.3 That the re-profiling of the budgets as detailed in para 9.5 and Appendix 1 be approved as follows:**

Summary of Phase 1 Re-profiling	To Re-Profile 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000
Non-Housing	(74,148)	71,873	2,275
Housing	(54,593)	54,593	0
<b>Total</b>	<b>(128,741)</b>	<b>126,466</b>	<b>2,275</b>

**3.4 That the capital programme adjustments summarised below set out in detail in para 9.6 be approved accordingly.**

Summary of Capital Adjustments	Budget 2019/20	Change 2019/20	Updated 2019/20
	£'000	£'000	£'000
Non-Housing	8,313	(3,644)	4,669
Housing	136,840	0	136,840
<b>Total</b>	<b>145,153</b>	<b>(3,644)</b>	<b>141,509</b>

**3.5 That the schemes outlined in section 9.7 be noted.**

**4. REASONS FOR DECISION**

4.1 The decisions required are necessary in order that the schemes within the Council's approved Capital programme can be delivered as set out in this report.

4.2 In most cases, resources have already been allocated to the schemes as part of the budget setting exercise but spending approval is required in order for the scheme to proceed. Where however resources have not previously been allocated, resource approval is requested in this report.

**5. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

None.

**6. BACKGROUND**

**6.1 Policy Context**

The report to recommend the Council Budget and Council Tax for 2020/21 considered by Council on 26 February 2020 sets out the original Capital Plan for 2020/21. Subsequent update reports considered by Cabinet amend the Capital Plan for additional approved schemes and other variations as required.

## 6.2 Equality Impact Assessment

Equality impact assessments are carried out on individual projects and included in the relevant reports to Cabinet or Procurement Committee, as required. Such details are not repeated in this report.

## 6.3 Sustainability

As above.

## 6.4 Consultations

Relevant consultations have been carried out in respect of the projects included within this report, as required. Once again details of such consultations would be included in the relevant detailed reports to Cabinet or Procurement Committee. As referenced above the feasibility work in both Dalston and Hackney Central will be subject to further community engagement and eventually consultation.

## 6.5 Risk Assessment

The risks associated with the schemes detailed in this report are considered in detail at individual scheme level. Primarily these will relate to the risk of the projects not being delivered on time or to budget. Such risks are however constantly monitored via the regular capital budget monitoring exercise and reported to cabinet within the Overall Financial Position reports. Specific risks outside of these will be recorded on departmental or project based risk registers as appropriate.

## 7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

7.1 The gross approved Capital Spending Programme for 2020/21 currently totals **£346.715m (£184.222m non-housing and £162.493m housing)**. This is funded by discretionary resources (borrowing, government grant support, capital receipts, capital reserves (mainly Major Repairs Reserve and revenue contributions) and earmarked funding from external sources.

7.2 The financial implications arising from the individual recommendations in this report are contained within the main report.

7.3 If the recommendations in this report are approved, the revised gross capital spending programme for 2020/21 will total **£215.392m (£107.512m non-housing and £107.880m housing)**.

Directorate	Revised Budget Position	Capital Adjustments	Re-Profile Phase 1	Sept 2020 Cabinet Update	Updated Budget Position
	£'000	£'000	£'000	£'000	£'000
Children, Adults & Community Health	16,446	(338)	(8,905)	0	7,203
Finance & Corporate Resources	120,494	0	(47,464)	310	73,340
Neighbourhoods & Housing	47,282	(3,306)	(17,779)	773	26,969
<b>Total Non-Housing</b>	<b>184,222</b>	<b>(3,644)</b>	<b>(74,148)</b>	<b>1,083</b>	<b>107,512</b>
Housing	162,493	0	(54,593)	(20)	107,880
<b>Total</b>	<b>346,715</b>	<b>(3,644)</b>	<b>(128,741)</b>	<b>1,063</b>	<b>215,392</b>

## 8. COMMENTS OF THE DIRECTOR OF LEGAL

- 8.1 The Group Director, Finance and Corporate Resources is the officer designated by the Council as having the statutory responsibility set out in section 151 of the Local Government Act 1972. The section 151 officer is responsible for the proper administration of the Council's financial affairs.
- 8.2 In order to fulfil these statutory duties and legislative requirements the Section 151 Officer will:
- (i) Set appropriate financial management standards for the Council which comply with the Council's policies and proper accounting practices, and monitor compliance with them.
  - (ii) Determine the accounting records to be kept by the Council.
  - (iii) Ensure there is an appropriate framework of budgetary management and control.
  - (iv) Monitor performance against the Council's budget and advise upon the corporate financial position.
- 8.3 Under the Council's Constitution, although full Council set the overall Budget it is the Cabinet that is responsible for putting the Council's policies into effect and responsible for most of the Council's decisions. The Cabinet has to take decisions in line with the Council's overall policies and budget.

8.4 The recommendations include requests for spending approvals. The Council's Financial Procedure Rules (FPR) paragraphs 2.7 and 2.8 cover the capital programme with 2.8 dealing with monitoring and budgetary control arrangement

8.5 Paragraph 2.8.1 provides that Cabinet shall exercise control over capital spending and resources and may authorise variations to the Council's Capital Programme provided such variations: (a) are within the available resources (b) are consistent with Council policy.

## 9. CAPITAL PROGRAMME 2020/21 AND FUTURE YEARS

9.1 This report seeks spending approval for schemes where resources have previously been allocated as part of the budget setting process, as well as additional resource and spending approvals for new schemes where required.

### 9.2 Finance and Corporate Resources:

9.2.1 **Tier 1 Commercial Asset Solar Project:** Resource and spend approval of **£700k (£310k in 2020/21 and £390k in 2021/22)** is requested for the installation of solar panels on the roofs of nine corporate sites set out in the table below. We aim to install around 1 MW of energy system across nine corporate sites. The project is the first scheme in line to widen rollout of solar power across corporate and residential Council stock. The project is planned to use the maximum roof space available across nine buildings in the corporate portfolio. It follows the successful pilot on two Leisure Centres, London Fields "Lido" and West Reservoir, approved by Cabinet in January 2020. This capital expenditure will significantly reduce energy costs for the Council by about 10-15%, save around 389 tonnes of carbon emissions in the borough, contribute to wider decarbonisation of the borough and assist with the Council's green agenda towards becoming zero-net carbon by 2040. The project will not only benefit the Council directly but also send a positive message to businesses and residents in the borough, that the Council is implementing its green agenda and encourage others to invest in renewable generation. This capital spend supports the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future'. This approval will have no net impact on the capital programme as the resources will be funded by discretionary resources held by the Local Authority.

No.	Sites	Site Addresses
1	Concorde Centre	Kingsmead Way, King's Park, E9 5PP
2	Queensbridge Leisure Centre	30 Holly Street, E8 3XW
3	Webb Estate Community Hall	Clapton Common, E5 9BB
4	Kingshold Community Hall	49 Ainsworth Road, E9 7JE
5	Gascoyne Community Hall	2a Wick Road, E9 7BH
6	Springfield Mansion Lodge	Springfield, E5 9EF
7	Clissold Park Mansion	Clissold Park, N16 9HJ
8	Clissold Pavilion	3 Queen Elizabeth's Walk, N16 0BF
9	Hackney Marshes Centre	Homerton Road, E9 5PF

### 9.3 Neighbourhood and Housing (Non)

- 9.3.1 **Residual Waste Wheeled Bins:** Resource and spend approval of **£683k in 2020/21** is requested for the procurement of plastic wheeled bins as part of the introduction of fortnightly residual waste collections for street level properties by 2021 (recycling and food waste services will remain weekly). May 2020 Cabinet approved the Council's move to fortnightly collections for residual waste. This will improve recycling and reduce the amount of residual waste being incinerated, reduce street level black bag waste being incinerated, reduce the associated carbon dioxide emissions from incineration thereby reducing the carbon intensity of Hackney's waste system. This capital spend demonstrates Hackney's commitment to The Mayor of London's Environment Strategy published in 2018 to achieve a London wide recycling rate of 45% by 2025. This will result in increasing Hackney's recycling rate from 27.4% (baseline year 2017/18) to 33%-36% (based on two modelled scenarios). This capital spend also supports the Council's 2018-2028 Sustainable Community Strategy Priority 1 'A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth' and Priority 3 'A greener and environmentally sustainable community which is prepared for the future'. This approval will have no net impact on the capital programme as the resources will be funded by discretionary resources held by the Local Authority.
- 9.3.2 **Dalston & Hackney Town Centres Feasibility Studies:** Resource and spend approval of **£335k (£30k in 2020/21 and £305k in 2021/22)**, resource approval of **£1,505k (£505k in 2021/22 and £1,000k in 2022/23)** is requested to commission development feasibility studies for various sites set out in the table below. The approach to taking these sites forward will assess the development potential of redevelopment of Council owned sites as well as their financial feasibility and potential delivery routes such as direct delivery, partnership/joint venture with a developer, or land sale with conditions. The current proposal is to initially develop the feasibility studies to RIBA stage 2 (with the exception of Hackney Central Station which, following the agreement of Cabinet on 16th March 2020, will be progressed to RIBA stage 3). The progress of each site to both RIBA stage 2 and 3 will be subject to a gateway review and will be conditional upon the satisfactory completion of the preceding stage and an acceptable viability position for the sites. The initial costs to undertake this work will be to appoint a consultant team including an architect, commercial advisor and quantity surveyor for each site. The sites identified have the potential to bring 1.65 hectares of underutilised land back into more productive use and have the potential to deliver hundreds of new homes, affordable homes, and affordable workspace as well as contributing financially to the Council through capital receipts and/or longer term rental income. If the Council were to progress all of the sites identified to RIBA stage 3 the total cost is up to £1.84m. The exact scale of financial return to Council is not yet known as the testing of viable options via the development feasibility studies is the first stage of this programme. The sites will contribute to the Council's new Local Plan (LP33) target of delivering 26,250 new homes and 23,000 new jobs by 2033. This capital project also supports the all five Priorities of the Council's 2018-2028 Sustainable Community Strategy. This approval will have no net impact on the capital programme as it will be funded by discretionary resources held by the authority.

Sites
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Hackney Central Station car park (and surrounding Council owned land)
Florfield Depot in Hackney Central
Iceland, Mare Street
Hackney Town Hall car park (not allocated in LP33)
1-7 Dalston Lane and 1-7 Ashwin Street
2-16 Ashwin Street, 11-15 Dalston Lane
Former CLR James Library, 16-22 Dalston Lane, 62 Beechwood Road,
2 Abbot Street Car Park, Dalston (not allocated in LP33)

9.3.3 **Connecting Green Spaces - Daubeney Fields:** Resource and spend approval of **£40k in 2020/21** and virement and spend approval of **£20k in 2020/21** is requested to fund the redesign of the entrances to the park. In January 2020, the Council was successfully awarded £40k external funding from the GLA (The Greener City Fund Community Grant Scheme) to improve the entrances to Daubeney Fields and the delegated report dated 7 July 2020 approved the acceptance of the grant. This follows on from the £48k funding from the Ministry of Housing Communities and Local Government (MHCLG) funding for parks across Hackney which was approved by Cabinet in June 2019. Daubeney Fields is a small park, 3.8Ha in size, located in the Kings Park ward of Hackney serving the Kingsmead and Clapton Park estates. This project will transform the park's six entrances opening the park up removing barriers to its use and help to connect the park to its community. The improved entrances will encourage play and provide new wildlife habitats and sustainable urban drainage, whilst providing welcoming open, safe access for all. The virement is from the budget from Unilateral undertaking Daubeney Road garage site development, currently within Housing, which is opposite one of the park's entrances. The Council has long recognised the impact that quality parks and green spaces can have on the achievement of its vision, and over the last ten years has made significant improvements to both the quality and operation of its Green Spaces service. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 3 'A greener and environmentally sustainable community which is prepared for the future' and Priority 4 'An open, cohesive, safer and supportive community'. This approval will have no net impact on the capital programme as the resources are funded by grant.

#### 9.4 Re-Profiling of the Capital Budgets:

- 9.4.1 The capital programme is re-profiled twice each year to ensure that the budgets reflect changes in the anticipated development and progress of schemes within the approved programme. This helps to enhance capital budget monitoring and associated financing decisions. The table below summarises the re-profiling of the capital programme between years, the full details of which are shown in **Appendix 1**.

Summary of Phase 1 Re-profiling	To Re-Profile 2020/21	Re-Profiling 2021/22	Re-Profiling 2022/23
	£'000	£'000	£'000
Children, Adults & Community Health	(8,905)	8,905	0
Finance & Corporate Resources	(2,748)	2,748	0
Mixed Use Development	(44,716)	44,716	0
Neighbourhood & Housing (Non)	(17,779)	15,504	2,275
<b>Total Non-Housing</b>	<b>(74,148)</b>	<b>71,873</b>	<b>2,275</b>
Housing	(54,593)	54,593	0
<b>Total</b>	<b>(128,741)</b>	<b>126,656</b>	<b>2,275</b>

## 9.5 Capital Programme Adjustments:

- 9.5.1 Capital Programme adjustments are requested in order to adjust and reappportion the 2020/21 approved budgets to better reflect project delivery of the anticipated programme. The full details for the required changes are set out in the table below.

Capital Adjustments	Budget 2020/21	Change 2020/21	Updated 2020/21
	£	£	£
<b>Children, Adults &amp; Community Health</b>			
Shacklewell Primary	35,315	(35,315)	0
AMP Contingency	600,039	28,185	628,224
Mossbourne Victoria Park Acad	32,738	(32,738)	0
Stormont College SEN Pre BSF	151,083	(151,083)	0
Ickburgh BSF Ph3	402,004	-154,411	247,593
DFC Holding Code	413,701	(35,581)	378,120
Queensbridge ARP	115,705	7,130	122,835
Contingency Facade Repairs	430,331	(18,376)	411,954
Shoreditch Park School Façade	19,160	18,376	37,536
Gayhurst Façade	309,371	(197,471)	111,900



Morningside Façade	29,252	197,471	226,723
BSF LC Early Failure Contingency	503,946	35,581	539,526
<b>Finance &amp; Corporate Resources</b>			
ICT Infrastructure Upgrades	611,374	(404,684)	206,690
Network refresh	416,592	404,684	821,276
<b>Neighbourhood &amp; Housing (Non)</b>			
Cycle Super Highway	555,505	(555,505)	0
Comm Vehicles Environ Enforcement	11,164	(11,164)	0
Comm Vehicles Co-mingle Recycling	871,758	11,164	882,922
Corridors (TFL)	1,398,000	(1,398,000)	0
Mayors Air Quality Fund	153,567	(153,567)	0
Zero Emissions Network	4,600	(4,600)	0
Low Emission Neighbourhood	114,240	(102,674)	11,566
Neighbourhoods of the Future	212,161	(184,980)	27,182
Liveable Neighbourhoods (TfL)	183,739	(168,509)	15,230
Liveable Neighbourhoods (TfL)	548,000	(548,000)	0
Local Transport Fund (TFL)	90,080	(90,080)	0
Local Transport Fund (TfL)	100,000	(100,000)	0
<b>Housing</b>			
Decent Homes	0	150,000	150,000
HiPs North West	26,358,021	(8,783,677)	17,574,344
HiPs Central	5,382,072	6,791,262	12,173,334
HiPs South West	5,972,884	6,193,612	12,166,496
PAM Delay Costs Covid-19	0	1,000,000	1,000,000
Estate Lighting	1,223,245	(723,245)	500,000
Ventilation Systems	739,492	(339,492)	400,000
CCTV upgrade	1,649,620	380	1,650,000
Street Lighting SLA	0	1,000,000	1,000,000
Door Entry Syst (Replacements)	1,252,517	(752,517)	500,000
Drainage	919,269	(19,269)	900,000
Lifts Major Components	696,241	(196,241)	500,000
Dom Boiler Replace/Cen Heating	2,077,078	(77,078)	2,000,000
Replace Play Equipment	103,854	96,146	200,000
Road & Footpath Renewals	207,708	(7,708)	200,000

Void Re-Servicing	2,077,078	(77,078)	2,000,000
Water Mains/Boosters	473,476	(73,476)	400,000
Disabled Adaptations	1,129,884	(9,884)	1,120,000
H & S and Major Replacement	789,485	1,010,640	1,800,125
Community Halls Maj. Reps/DDA	429,820	70,180	500,000
Lift Renewals	3,197,851	(2,200,309)	997,542
Integrated Housing Manag System	2,689,835	(689,835)	2,000,000
Boiler Hse Major Works	550,358	849,642	1,400,000
Planned & Reactive Water Mains	127,472	(27,472)	100,000
High Value Repairs/Imp & Wk	2,474,087	(474,087)	2,000,000
Lightning Conductors	457,139	242,861	700,000
Estate Boundary Security Impr	103,854	(3,854)	100,000
Garage Review	207,708	(107,708)	100,000
Capitalised Salaries	5,192,695	807,305	6,000,000
Lateral Mains	1,443,204	(1,043,204)	400,000
Re-wire	1,663,123	(1,063,123)	600,000
Green initiatives	2,454,386	(954,386)	1,500,000
Cycle Facilities	588,390	(588,390)	0
Contingency PM	4,077,078	(147,270)	3,929,808
District Heating System	0	11,758	11,758
Hardware Smoke Alarms	0	50,000	50,000
Gypsy & Trav Bung Roof Repair	407,708	(407,708)	0
Commercial Properties	506,776	93,224	600,000
Bridport	0	400,000	400,000
B/wide Housing under occupation	253,497	180,948	434,445
Hostels - Major Repairs	744,725	(180,948)	563,777
Estate Renewal Implementation	0	6,303,980	6,303,980
Bridge House Phase 2	0	214,645	214,645
ER1 Tower Court	11,797,468	(3,740,727)	8,056,741
Kings Crescent Phase 1+2	0	178,430	178,430
Kings Crescent Phase 3+4	5,345,431	(1,992,965)	3,352,466
Colville Phase 2	1,030,099	351,868	1,381,967
ER1 Colville phase 3	0	53,308	53,308
St Leonard's Court	52,052	106,711	158,763

Frampton Park Regeneration	1,406,936	(261,845)	1,145,091
Aikin Court	92,264	10,269	102,533
King Edwards Road	0	143,015	143,015
Nightingale	2,605,724	(1,646,614)	959,110
Marian Court Phase 3	1,942,982	(1,838,390)	104,592
ER1 Colville phase 4	1,141,335	(341,335)	800,000
ER1 Colville phase 5	0	800,000	800,000
Lyttelton House	1,968,229	(368,224)	1,600,005
Colville Phase 2C	1,365,873	(308,961)	1,056,912
Garage Conversion Affordable Wkspce	0	346,000	346,000
Sheep Lane s106	9,166	1,990,834	2,000,000
Housing Supply Programme	0	2,108,129	2,108,129
Shaftesbury Street	399,247	(399,247)	0
Wimbourne Street	635,145	(62,778)	572,367
Buckland Street	136,307	(33,835)	102,472
Murray Grove	934,248	(68,850)	865,398
Downham Road 1	540,242	(83,277)	456,965
Downham Road 2	392,534	(41,093)	351,441
Balmes Road	580,346	(51,872)	528,474
Pedro Street	6,243,406	(921,535)	5,321,871
Tradescant House	90,779	(34,569)	56,210
Lincoln Court	1,079,594	(166,946)	912,648
Rose Lipman Project	1,657,504	(51,872)	1,605,632
Woolridge Way	287,308	(54,899)	232,409
81 Downham Road	2,468,058	(342,384)	2,125,674
Hereford Road	0	205,029	205,029
Stock Transfer to HA	0	376	376
Other Heads	441,352	889,364	1,330,716
Phase2 & Other Heads	13,574,607	(1,073,150)	12,501,458
Woodberry Down Security	0	180,000	180,000
Woodberry Down Tenancy Agreement	0	3,410	3,410
<b>Total</b>	<b>145,153,285</b>	<b>(3,644,146)</b>	<b>141,509,143</b>

## 9.6 For Noting:

9.6.1 Cabinet report dated 16 March 2020 gave approval for **purchasing former Right-to-Buy properties** including those owned by Housing Associations to support the increased supply of delivery of affordable housing in the borough. The programme will be acquiring former Right-to-Buy properties and converting them back into use as affordable homes for rent. The additional affordable housing can be delivered to help meet outstanding housing needs in Hackney. This demonstrates the Council's commitment to meet the challenge of reducing the number of families being housed in temporary accommodation. The Council have now purchased the first 4 properties which are now being prepared for offers and lettings. We have a further property under offer, and are discussing the housing needs requirement for further purchases. This capital project links in with the Council's 2018-2028 Sustainable Community Strategy Priority 1 'A borough where everyone can enjoy a good quality of life and the whole community can benefit from growth'. This approval will have no net impact on the capital programme as the resources already form part of the approved programme.

## APPENDICES

One.

## BACKGROUND PAPERS

**In accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) England Regulations 2012 publication of Background Papers used in the preparation of reports is required.**

None.

Report Author	Samantha Lewis, 020 8356 2612 Samantha.lewis@hackney.gov.uk
Comments of the Group Director of Finance and Corporate Resources	Michael Honeysett, 020 8356 3332, <a href="mailto:Michael.honeysett@hackney.gov.uk">Michael.honeysett@hackney.gov.uk</a>
Comments of the Director of Legal	Dawn Carter-McDonald, 020 8356 4817 dawn.carter-mcdonald@hackney.gov.uk



<b>Scrutiny Panel</b> <b>5<sup>th</sup> October 2020</b> <b>Item 7 - Minutes and matters arising</b>	Item No <b>7</b>
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## **OUTLINE**

Attached are the draft minutes of the meetings of the Scrutiny Panel held on 30<sup>th</sup> June 2020 and 23<sup>rd</sup> July 2020.

## **MATTERS ARISING FROM JULY MEETING**

Action at 6.20

**ACTION:** Director of Communications, Culture, and Engagement to establish or ascertain:

- the feasibility of officers creating video highlights from the meetings
- the availability of training to create video excerpts
- to discover full extent of information available from YouTube analytics
- to explore and implement the expansion of feedback form to include videos
- whether scrutiny's videos on YouTube could be given their own section or be displayed in a more distinct way
- the feasibility of media training for Scrutiny Panel Members.

A verbal update at the meeting.

## **ACTION**

Members are asked to agree the minutes and note the matters arising.

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London Borough of Hackney  
Scrutiny Panel  
Municipal Year 2019/20  
Date of Meeting Tuesday, 30th June, 2020

Minutes of the proceedings of  
the Scrutiny Panel held at  
Hackney Town Hall, Mare  
Street, London E8 1EA

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<b>Chair</b>	<b>Councillor Ben Hayhurst</b>
<b>Councillors in Attendance</b>	<b>Cllr Mete Coban and Cllr Sophie Conway</b>
<b>Apologies:</b>	<b>Cllr Margaret Gordon, Cllr Sharon Patrick, Cllr Sade Etti and Cllr Polly Billington</b>
<b>Co-optees</b>	
<b>Officers In Attendance</b>	<b>Ajman Ali (Interim Group Director, Neighbourhoods and Housing)</b>
<b>Other People in Attendance</b>	<b>Councillor Michael Levy, Councillor Harvey Odze and Councillor Simche Steinberger</b>
<b>Members of the Public</b>	
<b>Officer Contact:</b>	<b>Tracey Anderson</b> ☎ 0208 3563312 ✉ tracey.anderson@hackney.gov.uk

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## Councillor Ben Hayhurst in the Chair

### 1 Apologies for Absence

- 1.1 Apologies for absence from: Cllr Patrick, Cllr Etti, Cllr Billington and Cllr Gordon.

### 2 Urgent Items / Order of Business

- 2.1 Due to the absence of the elected Chair for the Scrutiny Panel (SP). The first order of business was the election of a Chair from the Scrutiny Panel membership at the meeting.
- 2.2 Cllr Conway nominated Cllr Hayhurst and Cllr Coban seconded the nomination.
- 2.3 Cllr Hayhurst was elected as the Chair for the Scrutiny Panel meeting.

2.4 The remainder of the discussion items at the meeting were as per the agenda.

### 3 Declaration of Interest

3.1 None.

### 4 Call-in of a Decision of the Executive

4.1 The Chair opened the discussion item and explained this was a special meeting of the Scrutiny Panel to hear the Call-in of a decision by the Executive of Hackney Council.

4.2 The Call-in request was made on 26th May 2020, by Councillor Odze and supported by – Councillors: Levy, Klein, Papier and Steinberger.

4.3 The call-in relates to the Cabinet decision on 18 May 2020 in respect of Restricting Residual Waste (Key Decision No. NH Q47) to introduce fortnightly collections for residual waste to street level properties, using black 180i wheeled bins.

4.4 The grounds for the call-in request covered the following areas:

- in making its decision Cabinet failed to consider relevant evidence; and
- that the decision taken was not in the interests of the Borough's residents and a preferable alternative decision could be adopted.

Timecode in recording 07.34

4.5 The Chair outlined the format of the meeting to all meeting participants.

Timecode in recording 08.46

4.6 Chair outlined the decision options available to the Scrutiny Panel Membership. These were:

- a. to take no further action, in which case the decision will take effect immediately; or,
- b. to refer the decision back to Cabinet for reconsideration, setting out the nature of the Scrutiny Panel's concerns; Cabinet must then re-consider the matter, taking into account the concerns of the Scrutiny Panel, before making a final decision; or
- c. to refer the matter to Full Council if the Scrutiny Panel considers that its recommendations would have an impact on the Council's budget or policy framework.

4.7 The Chair welcomed to the meeting Call-in Members: Cllr Odze, Cllr Levy and Cllr Steinberger.

4.8 From London Borough of Hackney Council the Chair welcomed to the meeting Cllr Burke, Cabinet Member for Energy, Waste, Transport and Public Realm, Ajman Ali, Interim Group Director Neighbourhoods and Housing, Aled Richards, Director of Public Realm and Sam Kirk, Environmental Services Strategy Manager.

Timecode in recording 09.20



- 4.9 Cllr Odze presented the objections to the decision. The main points were as follows:
- a) The Cabinet decision ignored the consultation response. If people do not want this it should not be implemented.
  - b) This decision is not in the best interest of residents. The Councillor made reference to the number of objections to the proposed changes.
  - c) There is no local evidence to support the decision only statistics.
  - d) There is no information in the report of the alternative options considered. An alternative option for the Council would be to incentivise recycling instead of punishing residents.
  - e) The Call-in Member made reference to Bury and Salford councils who have moved to 3 weekly collections. The Cllr claimed although recycling rates had increased a large volume of it is contaminated.

The Call-in Member pointed out when Haringey Council introduced fortnightly collection there was problems with fly tipping particularly on the borough boundary. This should be taken into account by Cabinet.

- f) The equality impact assessment only considers some communities in Hackney. It does not mention other larger communities like the Turkish and Polish but focuses on the Charedi.
- g) This decision will have an impact on the council's budget and as such this should be a decision taken to full council for approval.

Timecode in recording 16:57

4.10 The Chair asked the officers of Hackney to respond to the objection points raised by the Call-in Member. For response the Chair summed up the objection points raised as follows:

- 1) Consultation response ignored
- 2) No local evidence to support the proposal
- 3) No details of alternative options outlined
- 4) Other boroughs have tried this and failed. E.g. Salford and Bury councils
- 5) Impact assessment misses out other big community groups in the borough
- 6) This decision has an impact on the council budget due to extra costs. Therefore it should be considered at Full Council and not taken as a Cabinet decision
- 7) Residents' best interests not considered.

Timecode in recording 17:55

4.11 In response to the objection points the Officer replied:

- 4.11.1 The decision to move to fortnightly collections was driven by national, regional and local drivers.
- 4.11.2 National Government and Mayor of London have both published strategies with stretching targets. All London boroughs have to contribute towards the London targets. Hackney's recycling target rate is 31%.
- 4.11.3 All local authorities were required to produce a Recycling Reduction Plan (RRP).

- 4.11.4 Locally they want to increase recycling rates whilst simultaneously reducing the residual waste that is being incinerated. This decision was taken to future proof the Council against rising costs for waste.
- 4.11.5 This decision is also taking important steps towards mitigating the effects of climate change and will contribute towards the Council's declaration for climate change made in June 2019.
- 4.11.6 Waste services already offer a range of services. Hackney's service is comprehensive and currently collects all the materials recommended by Government.
- 4.11.7 The Officer advised there are limited options available in relation to service changes. The last option has been to restrict residual waste.
- 4.11.8 The Council has looked at other local authorities that have introduced fortnightly collections to learn from their work. The Officer advised Hackney will not be cutting street cleansing and will make sure street cleansing remains at its current level.
- 4.11.9 The expected outcome is a reduction of 4,400 tonnes of street level black bag waste. This should produce a cost saving of approximately £246,000 pa.
- 4.11.10 The aim being to increase the recycling rate and reduce the emissions for incinerated waste. This should also result in carbon dioxide savings.
- 4.11.11 This change had to put in place to reduce residual waste and maximise recycling.
- 4.11.12 It was pointed out Hackney has already offers residents a food waste collection service and free garden waste collection service. Whereas other boroughs are just introducing these services into their RRP. Hackney has already done this work. In the development of LBH's RRP the only option available was to reduce residual waste.
- 4.11.13 As a result of the equalities impact assessment carried out they have made reasonable adjustments. They will put in place assisted collection and a large family policy.
- 4.11.14 Hackney will ensure they have unlimited food waste collection and a weekly collection for recycling. The Council provides fox proof food waste bins that are lockable.
- 4.11.15 The Officers believe these reasonable adjustments address the concerns raised in the consultation.
- 4.11.16 The Officer pointed out the concerns raised were the same across the communities.
- 4.11.17 The Council has a comprehensive communication plan for all households and targeted engagement for the groups not engaging or responding to the generic engagement process.

- 4.11.18 The Council is introducing an enforcement team to help with behaviour change and to follow up by issuing fines.
- 4.11.19 In response to incentivising residents the officer advised Hackney has done this work and has a comprehensive service.
- 4.11.20 The Officer highlighted the Council has done a comprehensive composition analysis in 2015 which showed 54% of the waste could be recycled or food waste. A further composition analysis was carried out and also showed 69% was food waste or could be recycled. These analysis were carried out on the heaviest waste collection days. Therefore in the borough people are still not recycling as they should do.
- 4.11.21 The Officer confirmed the Council has a local green point's incentive scheme.
- 4.11.22 In reference to contamination, yes this is an issue but the council will continue to encourage people to put the right waste in the right bin.
- 4.11.23 There has not been a shifted in recycling rates to the level they had hoped (not just LBH in this position) and the council has found that recycling rates have flattened.
- 4.11.24 In reference to other communities in the EIA. The Council does not mention other communities because the volume of responses from the other communities does not identify them specifically. In comparison to the volume of responses received from the Charedi community.
- 4.11.25 Although only 39% agreed with the proposal in the consultation the Council is of the view they have put in place reasonable adjustments to address the concerns raised in the consultation.
- 4.11.26 The Officers confirmed the decision does have financial implications but it does not required Full Council approval.

#### 4.12 **Questions, answers, comments and discussion**

Timecode in recording 39.25

- (i) **Cllr Conway asked about examples of other schemes by local authorities with success and asked for assurance that they were addressing the issues raised about the problems encountered by other local authorities?**

Timecode in recording 40.19

In response the Officer advised Lewisham Council had introduced fortnightly collections approximately 1 year ago and this resulted in their recycling rates increasing from 17% in October 2017 to 28% last year. This is evidence that fortnightly collection of residual waste helps increase recycling rates.

The Officer pointed out the top 30 performing councils across the UK all have fortnightly collections. The councils with the lowest performance rates all have weekly collections.

The Cabinet Member for Waste, Energy, Transport and Sustainability also pointed out 2 thirds of the UK's local authorities offer fortnight collection or a lesser frequency.

The Group Director for Neighbourhoods and Housing advised these schemes work well when there is a full service offer in place i.e. you have other means of collecting other waste. The analysis showed the council there was a large volume of plastic waste in the bins.

Timecode in recording 44.36

- (ii) **Cllr Coban asked how the Council was encouraging recycling for ethnic communities that do not engage and communicate with the council on this topic area. Referring to the Council's plans to better communicate. Cllr Coban referred to Hackney's very diverse population and commented they need to hear from all community groups.**

Timecode in recording 45.34

In response the Officer explained they have a communication plan and proposed to run focus groups to understand the barriers. The Officer did point out the Council is aware some groups may not have a lot of recycling.

The Officer advised the Council will also be encouraging residents to order a food caddy.

The Officer commented the council is open to suggestions of who they should work with from the different community groups.

It was reiterated Hackney Council is currently offering service than other boroughs.

Timecode in recording 47.27

- (iii) Cllr Coban asked about improving the recycling rates on estates and if the council understood why the behaviour change was not happening. He encouraged the Council to engage with groups who would not ordinarily talk to the council to support their engagement in the consultation process. The Member also pointed out he was supportive of the Council's work to date in this area.

Timecode in recording 48.38

In response the Officer informed the Council is working with Resource London who specialise in behaviour change to test out different ways to engage with people. The Officer pointed out one group they have identified that is hard to engage with, this is 16-24 year olds. Therefore they will be looking at different ways to engage with this group.

The Cabinet Member for Waste, Energy, Transport and Sustainability advised he would be happy to take Cllr Coban through the work the Council has done to improve recycling rates on estates - this has increased from 11% to 28% - that demonstrates the work they have done to drive that change. The Cabinet Member also pointed out they have taken into consideration the over representation of ethnic minority community groups in Hackney's council housing.

Timecode in recording 50.51

- (iv) **The Chair offered the opportunity for the Call-in Member to respond to any points made by officers.**

The Call-in Member commented the measure for the rate of recycling was carried out at the road side. However, a large quantity of the increased recycling waste was contaminated due to people being stretched from longer periods of no waste collection and thus this does not get recycled.

This initiatives is not addressing estates even though they were involved in the consultation.

Timecode in recording 53.06

- (v) **The Chair asked officer to clarify if the consultation went out to people on estates as well as street properties.**

Timecode in recording 53.27

The Officer confirmed the consultation went out to 43,000 street properties not estates.

Timecode in recording 56.00

- (vi) **The Chair asked officers to respond to the other points made by the Call-in Member.**

Timecode in recording 57.30

In response to the points made by the Call-in Member the officer advised all local authorities are required to report their waste data. To clarify the recycling data is based on the waste actually recycled and excludes contaminated waste. Councils also report how much waste is contaminated too. The road side waste is collated and reported to DEFRA. The officer explained there are 2 rates of recycling reported.

Timecode in recording 58.46

- (vii) **The Chair asked officers to clarify if the top performing local authorities recycling rates was based on the actual waste recycled or the recycled waste collected at the roadside.**

Timecode in recording 59.06

The Officer confirmed the rate was based on the actual waste recycled.

Timecode in recording 1.02.12

- (viii) **The Chair referred to the budget and costs implications of the decision. The Chair commented the total cost would be £3 million paid in 2 chunks of £1.5 million. The anticipated savings would be £250k. Therefore this indicated a 12 year spend to save plan.**

Timecode in recording 1.02.48

In response the Officer advised based on the current levy charges for waste the council would be facing significant increases in cost. The saving are based on the prediction of achieving a 31% rate which the Council feels is a realistic target.

**Tuesday, 30th June, 2020**

The Cabinet Member for Waste, Energy, Transport and Sustainability pointed out reducing the residual waste would limit future exposure to higher incineration waste costs. The Cabinet Member for Waste, Energy, Transport and Sustainability advised the Government is looking at introducing a carbon tax on incinerated waste to address carbon transmission levels. If applied this could increase the Council's waste costs.

Timecode in recording 1.05.13

- (ix) **The Chair referred to the criteria for the large family policy. The Chair asked for the officers to explain the criteria being applied and how it will work in practice.**

Timecode in recording 1.06.09

In response the Officer advised there will be an assessment of the waste. When this is being rolled out the Council will set out the service change and clearly outline the service expectations and commitment from residents. The council would be encouraging the use of fox proof bins and assisted collections. The council appreciated that not all households have access to a computer so they will be door knocking to give advice and encourage behaviour change. Officers were confident many people will comply when you talk to them and explain the rationale.

Timecode in recording 1.08.34

- (x) **The Chair referred to digital divide and pointed out over crowding is often coterminous with digital divide. The Chair pointed out the Council will need to work with households to address this. The Chair asked if this is taken into consideration and will the Council ensure people are aware they are entitled to this assessment? The Chair pointed out if this is not done it would create an unfair bias.**

Timecode in recording 1.09.15

In response the Officer confirmed they will do this work prior to implementation of the policy.

Timecode in recording 1.09.42

- (xi) **The Chair asked if the Council would be distributing the fox proof bins to all households.**

Timecode in recording 1.09.51

In response the Officer confirmed they would not be doing a distribution, residents would need to order the bin. However the council has made sure they have additional stock in place to cover an increase in demand.

Timecode in recording 1.10.50

- (xii) **The Chair asked if there was a cost associated with ordering a food waste caddy.**

Timecode in recording 1.10.54

In response the Officer informed there was no cost associated with the order they just needed to place the order online.

Timecode in recording 1.11.34

In response to the answers of the officers the Call-in Member made the following comments.

The reference made to possible taxation on carbon transmission was speculation and should not influence the decision.

The large family policy does not address the issue dirty nappies for families with 3 children or more under 5 years of age. For example having dirty nappies outside in the bin for 2 weeks will have a significant impact for the Charedi community. This should be taken into account for fortnightly collections.

The Call-in Member pointed out the Charedi community does not use smart phones or social media. Therefore if requests are online only it will exclude people who do not use technology. The Call-in Member hoped there will be the option to make the request for a food waste bin via the telephone.

Timecode in recording 1.14.08

(xiii) **The Chair asked officers to clarify the process for ordering a food waste bin and asked for the Council to respond to the concerns about nappies being left in bins for 2 weeks.**

In response the Officer confirmed telephone ordering would be available. The Council will also have additional roll out centres for collection too.

In response to the points made about nappies. The Council decided not to offer addition collection but to offer extra capacity. The Officer confirmed nappies was cited as a concern by 7% of respondents. The Council will keep this under review. It was pointed other local authorities have provided extra capacity to accommodate nappy waste.

Time code in recording 1.15.40

(xiv) **The Chair recapped on the decision options A-C (as noted under point 4.6 above) to Members for the Call-in. The Chair asked each Member present to confirm their decision in relation to the call in request.**

Time code in recording 1.17.00

(xv) **Cllr Conway confirmed she would be selecting option A. In her view this was a viable opportunity and the Council provided examples of similar scheme increasing recycling. So based on the information presented at the meeting she would be selecting option A - no further action.**

Time code in recording 1.18.00

(xvi) **Cllr Coban confirmed he would be selecting option A – no further action and was in agreement with the points made by Cllr Conway.**

Time code in recording 1.18.22

(xvii) **Cllr Hayhurst confirmed he would be selecting option A – no further action.**

Time code in recording 1.18.34

(xviii) **The Chair outlined the rationale for the decision to select option A and outlined the following points response to each objection point raised by the Call-in Member.**

- 1) Consultation response ignored – the consultation was taken into account alongside other factors. These being the guidance from the Mayor of London in relation to reducing CO2 emissions, increasing recycling rates and the spend to save. This was a medium to long term decision.
- 2) No local evidence – we heard evidence of a 2015 study showing there was 54% of material that could be recycled and a further study showing 69%. In addition even with contaminated waste when removed the local authorities with fortnightly collections still had better recycling rates.
- 3) No alternative options presented – officers with expertise and experience feel the only viable option to increase Hackney’s recycling rates is to move to fortnightly collections. The SP accept that by looking at Bury and Salford Councils there has been a process of looking at other options.
- 4) More contamination waste - in reference to contamination waste figures, it was confirmed these are stripped out of the monitored recycling rates. Notwithstanding any contamination that may occur, it still shows an increase in the level of recycling.
- 5) Equality impact assessment - there has been a lot of work in relation to this, particularly making reference to the large family policy. The SP agree with the Call-in Member’s observations and noted they needed assurance there are clear mechanisms in place for communicating these options and making it available to all residents. Particularly the residents without access to digital devices. Although the SP agrees with these observations. There was the view the EIA was sufficiently robust and that officers provided an explanation about why other communities were not referenced in the Cabinet report. They explained the percentage number from the other communities did not make representation to be noticeable in the Cabinet report.
- 6) This decision requires full council approval - In terms of this being a budget decision that requires full council approval, officers have confirmed this does not require full council approval. There are many decisions that the council makes that are taken under a similar process. If they referred this decision all decisions would need to be taken to Full Council. This is not in line with the Council’s constitution and governance framework.

The Scrutiny Panel listened and heard the views of both parties. For the reasons stated above they have unanimous agreed option A.

<b>RESOLVED</b>	<b>The Scrutiny Panel recorded a unanimous vote for option A – no further action</b>
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(xix) The Legal officer present asked the Scrutiny Panel to confirm they have noted the Monitoring Officers advices under recommendation 2.1 that the Cabinet decision was taken inside the Council’s policy and budgetary framework.

The Scrutiny Panel noted the recommendation 2.1 for resolution in the Monitoring Officers report.



The Chair thanked all participants for their contribution to the discussion.

**5 Any Other Business**

5.1 None.

Duration of the meeting: 7.00 - 8.25 pm

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London Borough of Hackney  
Scrutiny Panel  
Municipal Year 2020/21  
Date of Meeting Thursday, 23rd July, 2020

Minutes of the proceedings of  
the Scrutiny Panel held at  
Hackney Town Hall, Mare  
Street, London E8 1EA

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<b>Chair</b>	<b>Councillor Margaret Gordon</b>
<b>Councillors in Attendance</b>	<b>Cllr Ben Hayhurst, Cllr Mete Coban, Cllr Sharon Patrick, Cllr Sophie Conway, Cllr Sade Etti and Cllr Peter Snell</b>
<b>Apologies:</b>	<b>Cllr Polly Billington</b>
<b>Co-optees</b>	
<b>Officers In Attendance</b>	<b>Polly Cziok (Director Communications, Culture and Engagement), Sonia Khan (Head of Policy and Strategic Delivery), Ian Williams (Group Director of Finance and Resources) and Timothy Upton (Overview and Scrutiny Officer)</b>
<b>Other People in Attendance</b>	<b>Councillor Christopher Kennedy (Cabinet Member for Health, Adult Social Care and Leisure), Councillor Rebecca Rennison (Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply), Councillor Caroline Selman (Cabinet Member for Community Safety, Policy and the Voluntary Sector), Councillor Carole Williams (Cabinet Member for Employment, Skills and Human Resources), Councillor Nick Sharman and Councillor Yvonne Maxwell (Mayoral Advisor for Older People)</b>

## **Members of the Public**

**Officer Contact:** **Tracey Anderson**  
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## **Councillor Margaret Gordon in the Chair**

- 1 Apologies for Absence**
  - 1.1 Apologies for absence from Cllr Billington.
- 2 Urgent Items / Order of Business**

2.1 No urgent items.

### **3 Declaration of Interest**

3.1 Chair declared an interest. Cllr Gordon is a lawyer employed by the Government's legal department and advises the Department of Works and Pension (DWP). Cllr Gordon will abstain from any discussions related to benefits.

3.2 There were no other declarations of interest.

### **4 Update on the Impact of Covid-19 on Poverty and Inequalities in the Borough**

4.1 The Chair introduced the item, identifying key points of discussions as being:

i. the analysis and assessment of the impact of the pandemic on poverty and inequality

ii. information about the areas highlighted in a recent letter from the Cabinet Member for Employment, Skills and Human Resources to a parliamentary inquiry on people with protected characteristics

iii. a verbal update on the future and refresh of the corporate plan because of Covid-19.

4.2 The Chair welcomed Cllr Williams, Cabinet Member for Employment, Skills and Human Resources; Cllr Selman, Cabinet Member for Community Safety, Policy, and the Voluntary Sector; Cllr Kennedy, Cabinet Member for Health, Adult Social Care and Leisure; Cllr Rennison, Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply; Sonia Khan, Head of Policy and Strategic Delivery and Cllr Maxwell, Mayoral Adviser for Older People.

4.3.1 The Head of Policy and Strategic Delivery started the discussion. The Head of Policy and Strategic Delivery advised that she was going to start by introducing the first item, and that Cabinet Member for Employment, Skills and Human Resources would cover the submission for parliamentary inquiry before moving onto questions.

4.3.2 The Head of Policy and Strategic Delivery highlighted that item 5, the Corporate Plan refresh, does contain a summary of the impact of Covid-19 on poverty in the borough.

4.3.3 The Head of Policy and Strategic Delivery advised that since the outset of the crisis, mid-March, Policy was concerned about the risks and impacts of Covid-19 on residents and started receiving data early on which was systematically logged, and therefore the Community Impact Assessment document submitted represents a high level, comprehensive summary.

4.3.5 The Head of Policy and Strategic Delivery advised that the level of information received allowed Policy teams to understand the levels of vulnerability in a way that went beyond the prominently publicised health-related vulnerabilities, and allowed them to understand the scale of need presented by the situation.

- 4.3.6 The Head of Policy and Strategic Delivery advised that the understanding allowed Policy teams to adapt the humanitarian response in the early weeks of the crisis, and to identify the medium-term priorities. Essentially, the Community Impact Assessment document was designed as a planning tool for both short and long-term approaches.
- 4.3.7 The Head of Policy and Strategic Delivery advised that in addition to informing the response to the crisis, the document has also been used to inform the corporate plan.
- 4.3.8 The Head of Policy and Strategic Delivery advised that the document allows understanding of how residents have been disproportionately impacted directly by the virus itself, and indirectly, giving the example of older residents, migrant populations, and people from different ethnic minority backgrounds.
- 4.3.9 The Head of Policy and Strategic Delivery spoke about the cross-cutting impacts that are informing the response, giving examples of digital exclusion for those with no facility or ability to access online services, people with no recourse to public funds, those who have not been in contact with services previously, those who meet the shielding criteria and the psychological impact of isolation, rough sleepers and homelessness.
- 4.3.10 The Head of Policy and Strategic Delivery advised that the work on poverty reduction in the borough had already begun pre-Covid-19, and it was understood that the response had to take the financial impacts into consideration, but as a result of the pandemic, and looking at the data coming through about those requesting emergency food, data on those who have been furloughed, and in terms of the increase of universal credit users, the council could see the impact on poverty will be significant.
- 4.3.11 The Head of Policy and Strategic Delivery advised that in the corporate plan refresh there is a lot of detail around the impacts that will start to manifest over time, particularly when the economy starts opening up and there's risk of businesses finding that they're unable to continue.
- 4.3.12 The Head of Policy and Strategic Delivery advised that there is also an ongoing assessment of impact on different groups, e.g. children and young people, disabled people, groups from different ethnic backgrounds, gender, religion, beliefs and older people.
- 4.3.13 The Head of Policy and Strategic Delivery advised they made sure issues that were less talked about were considered, giving examples of the LGBTQ+ community, those finding themselves in a home that isn't a safe-space, and those with learning difficulties or disabled.
- 4.3.14 The Head of Policy and Strategic Delivery advised impact on the community was also considered, such as the tensions around social distancing measures and who is given attention in terms of policing.

- 4.4 The Chair thanked Head of Policy and Strategic Delivery for speaking and invited the Cabinet Member for Employment, Skills and Human Resources to speak.
- 4.5.1 The Cabinet Member for Employment, Skills and Human Resources commenced by expressing gratitude towards staff keeping public sector services running through the pandemic, paying special tribute to the Head of Policy and Strategic Delivery for her work on the document, and the work on policy insight work, stating that the valuable work toward a response wouldn't be possible without the Head of Policy and Strategic Delivery and her team.
- 4.5.2 The Cabinet Member for Employment, Skills and Human Resources indicated that a copy of the submission to the Women and Inequalities Select Committee was published and is available, stating that the commission has also written to the Equality and Human Rights Commission, made a submission to the Labour party's review of the impacts of coronavirus on ethnic minority communities. The Cabinet Member for Employment, Skills and Human Resources also stated she and Mayor Glanville have signed Ubele's open letter calling for an inquiry into inequality & Covid-19. (*The Ubele initiative is derives its name from the Swahili word meaning 'The Future'. It is an African Diaspora led intergenerational social enterprise founded in 2014, with the purpose of helping to build more sustainable communities across the UK.*)
- 4.5.3 The Cabinet Member for Employment, Skills and Human Resources summarised the work that has taken place, stating that there was knowledge from the outset that there were some communities that had been disproportionately affected, and that housing and homelessness are factors.
- 4.5.4 The Cabinet Member for Employment, Skills and Human Resources advised fellow Cabinet Members work around nutrition and food, stating that pre-Covid-19 there was already an increase in numbers of those who couldn't afford nutritious food and were in food poverty.
- 4.5.5 The Cabinet Member for Employment, Skills and Human Resources highlighted that race and ethnicity is a significant factor in terms of numbers of people affected, numbers of death, and Black and minority ethnic (BAME) frontline workers working in the NHS or social care, and across the council.
- 4.5.6 The Cabinet Member for Employment, Skills and Human Resources referred to the previous full council meeting, stating that she'd given an update on the steps that the council would be taking to protect staff and ensure they're able to safely return to work when social distancing ends.
- 4.5.7 The Cabinet Member for Employment, Skills and Human Resources advised that in terms of employment, the threat to the economy poses a significant risk which is explored further in the Inclusive Economy strategy which aims to enable local neighbourhoods to thrive, and to enable residents to access quality employment.
- 4.5.8 The Cabinet Member for Employment, Skills and Human Resources advised that during Full Council, the work of the Hackney Works team was also

- communicated in terms of how the team has been reorganised to respond to the pandemic.
- 4.5.9 The Cabinet Member for Employment, Skills and Human Resources advised there has been an increase in Universal Credit claimants, that increased by approximately 4,000 from the end of March to mid-April, advising that Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply will elaborate in this.
- 4.5.10 The Cabinet Member for Employment, Skills and Human Resources also spoke on the voluntary sector citing research work carried out by Ubele that showed concerns among ethnic minority-led, micro, and small organisations who were fearful of their future in terms of funding. The Cabinet Member observed that the search isn't specific to London or Hackney, but that Hackney CVS has carried out research to capture the impacts of Covid-19 on the voluntary sector, and the findings echo concerns around future funding.
- 4.5.11 The Cabinet Member for Employment, Skills and Human Resources paid special tribute to the efforts of the voluntary sector in Hackney for mobilising and training volunteers.
- 4.5.12 The Cabinet Member for Employment, Skills and Human Resources spoke on the submission to Baroness Lawrence, stating that the content was similar and so the Cabinet Member wouldn't explore it in detail during this meeting, but stated that concerns were shared in the letter to the Equality and Human Rights commission about the disproportionate impact on certain communities, calling on the commission to hold a public enquiry, which has now been agreed.
- 4.6 The Chair thanked the Cabinet Member for Employment, Skills and Human Resources for her contribution and her work in this area. The chair invited the other attending cabinet members to speak.
- 4.7.1 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply added there is an interconnected nature between poverty and inequality, and therefore the Council tries to respond in a holistic way.
- 4.7.2 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply advised that she is happy to take questions on those without recourse to public funds and benefits, and while questions around how rough sleepers will be supported moving forward were not fully answered at the previous full council meeting, she was happy to field questions on this too.
- 4.7.3 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply observed that Covid-19 has tested existing policies, stating that the council's work around debt, and making sure that there is an emphasis on debt to the council being an indicator of a support requirement is an opportunity that should be taken.
- 4.8 The Chair thanked the Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply for her comments and invited the Cabinet Member for Health, Adult Social Care and Leisure to make comment.

- 4.8.1 The Cabinet Member for Health, Adult Social Care and Leisure advised that he would principally be talking about the Food Poverty Reduction Plan, and how the Health and Well-being Board and the integrated commissioning board have decided an approach to take forward aimed at eliminating inequality in health systems and outcomes.
- 4.8.2 The Cabinet Member for Health, Adult Social Care and Leisure advised that the Food Poverty Action plan has 3 main components:
- i. Emergency support
  - ii. Building resilience
  - iii. Prevention
- 4.8.3 The Cabinet Member for Health, Adult Social Care and Leisure observed that these areas of focus were decided upon pre-Covid-19, observing that Members will already be aware of the great work council teams have done delivering parcels during lockdown, and referenced an email he'd sent to Members outlining the next phase of humanitarian assistance, stating that the current week is the final week of food parcels and so the focus will shift to the Community Partnership Network, working with partners across the system delivering meals and emergency food.
- 4.8.3 The Cabinet Member for Health, Adult Social Care and Leisure advised that funding from Investec has been secured for Hackney foodbank for a further 12 weeks from the end of June. This secured a £180,000 Defra grant, and a range of voluntary sector partners are accessing those funds to pay for food. The Cabinet Member stated that storing the food has become an issue due to its increased volume.
- 4.8.4 The Cabinet Member for Health, Adult Social Care and Leisure stated that the emergency and the resilience of the Food Poverty Action plan has been brought forward and tested by Covid-19, also stating that in terms of the prevention aspect of the plan, this was a longer-term aim.
- 4.8.5 The Cabinet Member for Health, Adult Social Care and Leisure advised that the Kings Fund's wider determinants of health called the Population Health Framework is being used by the Health and Well-being Board and Integrated Commissioning Board to tackle wider inequalities in health. The framework looks at 4 overlapping factors: individual health habits such as diet, wider determinants such as quality of housing, integration of health system and how it reaches you, and the places and communities you live in and how they contribute to the success of broader health outcomes. The Cabinet Member advised that the strategy is to act where these 4 factors overlap to combat them all efficiently.
- 4.9 The Chair thanked the Cabinet Member for Health, Adult Social Care and Leisure and invited the Cabinet Member for Community Safety, Policy, and the Voluntary Sector to comment
- 4.10.1 The Cabinet Member for Community Safety, Policy, and the Voluntary Sector picked up from the comments made by Cabinet Member for Employment, Skills and Human Resources, adding that there's been work around how and whether community grants could be repurposed; the Cabinet Member for Community



Safety, Policy, and the Voluntary Sector advised that members had contributed grants to Hackney Giving which has done rounds of grant funding aimed at Covid-19. The Cabinet Member for Community Safety, Policy, and the Voluntary Sector advised that members have also matched parts of it through the London Community Resilience Fund. The Cabinet Member for Community Safety, Policy, and the Voluntary Sector advised the third wave of that funding is now open and being promoted to those interested in applying for grant rounds.

- 4.10.2 The Cabinet Member for Community Safety, Policy, and the Voluntary Sector advised that in addition to grants, suspension of rents for the Voluntary Community Sector Portfolio tenants, working with HCVS to understand how that could impact the sector, and lobbying on behalf of the sector in terms of the commission's engagement with the government.
- 4.10.3 The Cabinet Member for Community Safety, Policy, and the Voluntary Sector highlighted particularly how members have been working with the voluntary sector in terms of the response to Covid-19, stating that both herself and the Cabinet Member for Health, Adult Social Care and Leisure have been working closely with office in terms of the humanitarian assistance and community response to Covid-19, and working with the voluntary sector has been a key element of that.
- 4.10.4 The Cabinet Member for Community Safety, Policy, and the Voluntary Sector advised that poverty-proofing actions going forward is a key concern and objective of the members working on this.
- 4.11 The Chair thanked the Cabinet Member for Community Safety, Policy, and the Voluntary Sector for her contribution and opened the meeting to questions.

### **Questions, Comments and Discussion**

- 4.12 Referencing the supplied papers, the Chair referred to the statement about an officer's experience of inequalities. The Chair asked if this has been embedded in the emergency response, asking how that has improved services and going forward is there is any learning to improve responses.
- 4.13 Members posed a question for by Cabinet Member for Employment, Skills and Human Resources, suggesting that the holistic approach would be improved by mapping out what has been achieved so far, what is being proposed as next-steps, what the stretch targets are, and what national government is being asked to do. Members stated that while good work is obviously taking place, effectively developing a holistic strategy would be difficult without an overarching roadmap and identification of where the gaps are.
- 4.14 The Chair of Audit Committee posed a question asking what resources were available, and what out of the ambitious proposed programme is achievable and within what period?
- 4.15 The Chair invited the Head of Policy and Strategic Delivery to comment on the questions posed.

- 4.16 The Head of Policy and Strategic Delivery advised that the main learning from the officer that was embedded into the strategic group was around language and access in terms of easy read to overcome communication barriers, and also around the importance of having an offer in the longer term that is culturally specific. The Head of Policy and Strategic Delivery advised there were limitations as to what was possible to put in place, particularly around how the standard parcel offer can be flexed when working at scale without running into risks of a parcel not going to the correct person. The Head of Policy and Strategic Delivery advised the work-around this risk in the interim was to deploy 600 volunteers, 300 of whom could carry out bespoke shopping. The Head of Policy and Strategic Delivery advised that the learning from the officer was useful while developing the community partnerships network in terms of dealing with those two stated issues.
- 4.17 The Head of Policy and Strategic Delivery advised that in terms of the language barrier issue, a piece of work is being completed to look at how the council can better communicate, that work is being fed into the local outbreak plan. In terms of culturally specific offerings, the Head of Policy and Strategic Delivery observed that the most important point is that all organisations who are going to carry out offerings are identified and contact as opposed to just the organisations who currently have the capacity for culturally specific support.
- 4.18 In response to the questions about holistic approach, mapping, next steps, resources and timescale for achievements. The Head of Policy and Strategic Delivery advised that the development of the corporate plan need to be formally agreed and they can explore this further during item 5. The officer suggested those questions would be better answered under that item, but noting that continual analysis as the plan is deployed across the council will be required.
- 4.19 The Cabinet Member for Employment, Skills and Human Resources advised that she had provided Head of Policy and Strategic Delivery with a robust challenge to create a rigorous piece of work with the corporate plan, qualifying that such a challenge isn't necessary for her to do high quality work, and that the range of analysis thus far has been impressive, going further to state that the response to the crisis could always have been improved upon, and hopes for continued improvement.
- 4.20 Members commended the work of council officers, giving examples of the clean local parks and the contract centre aiding with calls related to food parcels.
- 4.21 Members posed a question about the future, expressing concern over a wave of people losing their jobs who may have had little or no experience with the benefit system, asking how those residents will be supported with their applications, and other peripheral issues like debt accumulation.
- 4.22 Members also posed a question to the Cabinet Member for Health, Adult Social Care and Leisure about reports of doctors applying DNR orders to the notes of patients with learning disabilities, asking how the council is going to help ensure this does not happen.
- 4.23 Members posed a question around schooling and the digital divide, asking what provisions are being made, should a second wave of Covid-19 hit, to ensure

- that school are prepared in terms of Wi-Fi, devices, and personal demands, asking to be provided with a better sense of what plans are in place.
- 4.24 The Chair directed these questions to Head of Policy and Strategic Delivery and the Cabinet Member for Employment, Skills and Human Resources and requested that the Cabinet Member for Health, Adult Social Care and Leisure respond to Members question around DNR orders.
- 4.25 The Head of Policy and Strategic Delivery advised the chair that there is also a question from a Member in the chat function which she will also respond to.
- 4.26 The Head of Policy and Strategic Delivery echoed her previous statement that the corporate plan is the official response to a lot of the concerns, and so she will be brief when responding to items that feature in the plan itself.
- 4.27 Responding to the question about new groups accessing the benefit system, the Head of Policy and Strategic Delivery advised that there are short term measures in place such as a fortnightly meeting to discuss Universal Credit that includes advice providers and DWP representatives, and that this group is looking at the nature of the claimants entering the system and the associated risks. The Head of Policy and Strategic Delivery advised that the work is largely around effective communication and `reorienting the offer for those who may have no knowledge of the advice sector. Flexing the employment support on offer is an immediate consideration.
- 4.28 The Head of Policy and Strategic Delivery advised the corporate plan addresses the longer-term concerns around the inclusive economy reset and to support the changing skills requirements.
- 4.29 In response to the question around the digital divide and schooling, the Head of Policy and Strategic Delivery advised there is work being undertaken with schools to understand how to ensure that devices go out to those that need them, and around access to reliable Wi-Fi and the associated costs with broadband. The Head of Policy and Strategic Delivery advised there is also a cross cutting effort to bring partners together to develop a network of organisations working to this goal and looking at how support from voluntary organisations can be scaled up. The Head of Policy and Strategic Delivery advised she is only in a position to advise on the high-level aspects of Members question but for further details they would need to speak to the Director of Education from Hackney Learning Trust for a more granular response.
- 4.30 In response to Members question, the Head of Policy and Strategic Delivery advised outlined 3 things that happened in response:
- i. A virtual team was convened which brought together the officer who supports Hackney Young Futures Commission, the officers who support the Young Black Men programme and Young Hackney. This group has been active from March, meeting weekly to pick up the impacts of Covid-19.
  - ii. The Head of Policy and Strategic Delivery advised the Hackney Young Futures Commission had a conversation with the Mayor that was taken into consideration, ensuring that an officer was involved in conversations with Hackney Young Futures Commission to draw out the impact.

- iii. The Hackney Young Futures Commission report itself was also referenced when designing the corporate plan refresh.
- 4.31 The Chair thanked the Head of Policy and Strategic Delivery and invited the Cabinet Member for Health, Adult Social Care and Leisure to answer the question around people with learning disabilities and Do Not Resuscitate orders (DNR).
- 4.32 The Cabinet Member for Health, Adult Social Care and Leisure responded by saying he's been asked this question recently in relation to a case of a GP placing a DNR order without consent of the patient's family. The Cabinet Member for Health, Adult Social Care and Leisure fed it back through the Clinical Commissioning Group (CCG) to the strategic operational command group. There was a clear instruction in response that no health professional should be placing a DNR on anyone's notes without expressed consent from them and their responsible carers.
- 4.33 The Chair posed a final question, asking how the momentum from community campaigns like Black Lives Matter could be harnessed to help remove barriers to structural change.
- 4.34 The Cabinet Member for Employment, Skills and Human Resources responded to earlier questions, stating that the digital inclusion piece of work is ongoing and that herself and other Members involved in it are trying to make sure that devices are available and quickly, as well as the work with business to recondition computers for that purpose, and a piece of work around connectivity.
- 4.35 In response to the Chairs question, the Cabinet Member for Employment, Skills and Human Resources advised the effort to harness the momentum of the movement had already begun, and the audience numbers and interest in the previous full council is a strong indicator of community interest. The Cabinet Member for Employment, Skills and Human Resources made a distinction between Hackney's motion and the motion of other local authorities, stating that Hackney's motion transcends lobbying central government and extends to the council making a commitment to act and change, to look inwards, and to work with partners to continue to cultivate structural change. The Cabinet Member for Employment, Skills and Human Resources used the example of changing street names and public space names as evidence of the commitment. The Cabinet Member for Employment, Skills and Human Resources advised that in the run up to the previous full council meeting, members had been in contact with the Sir John Cass Foundation as well as the halls of residents by Castle and Garden Square, who turned off their lights and made an announcement confirming they would change their name. The announcement was echoed by the John Cass Foundation.
- 4.36 The Cabinet Member for Employment, Skills and Human Resources went on to say that what is clear from her involvement with the community, is that residents want the names of streets and buildings named after former slave-owners to be addressed. The Cabinet Member added that conversations and protests around the borough have taken place about this. This also serves as evidence that the momentum is already being harnessed, but that the council

will need to continue its work with the Windrush generation, the Black History season programme, and the carnival, all of which are within the Cabinet Member for Planning, culture and Inclusive Economy portfolio. The interest in becoming an anti-racist borough is palpable.

4.37 The Head of Policy and Strategic Delivery highlighted that the corporate plan contains an approach to tackle racial inequality and anti-racism and is a concept that runs throughout the plan. In terms of how to harness the renewed interest and urgency, the Head of Policy and Strategic Delivery conveyed that this is an opportunity for everyone to understand what anti-racism means, highlighting that systemic and structural racism is embedded and therefore everyone bears a responsibility to alter their thinking. Work on how to communicate that corporately is ongoing and work with managers and partners will continue in this effort. The Head of Policy and Strategic Delivery highlighted the opportunity to have wider community conversations about this are being explored, with a message that its necessary for BAME communities or Members to educate people about these concepts.

4.38 The Chair thanked all attendees for this item.

## **5 Covid-19, Corporate and Medium Term Financial Update**

5.1 The Chair welcomed the Group Director of Finance and Corporate Resources, Ian Williams to speak about the financial plan.

5.2 The Group Director of Finance and Corporate Resources advised that the Head of Policy and Strategic Delivery would do an overview of the corporate plan first, and then he would speak on the financial plan.

5.3.1 The Head of Policy and Strategic Delivery prefaced her piece by advising aim was to publish a plan with the direction of travel quickly and that this was an opportunity to hear from Members to feed in any comments before finalising the plan or presenting it for approval.

5.3.2 The Head of Policy and Strategic Delivery advised the corporate plan focuses on ways of working in addition to what has already been committed to. In addition an important element is to consider the opportunities to engage with residents, learn from Hackney Young Futures Commission and to look at culture.

5.3.3 The Head of Policy and Strategic Delivery advised that the 9 priorities from the existing 2018 corporate plan have been simplified and consolidated. There is an increased focus on a cross-cutting basis to prioritise the most vulnerable and key inequalities, particularly racial inequalities, and the priorities are grouped under the Mayor's Fairer, Safer, Greener priorities.

5.3.4 The Head of Policy and Strategic Delivery advised that the priorities have been looked at holistically as well as consolidated. The Head of Policy and Strategic Delivery observed that previously the priorities were looked at from the perspective of the corporate issue, but now they've been pulled together with wider priorities in mind such as poverty reduction. There was an increased emphasis on what all partners and departments of the council can do to support these aims.

- 5.3.5 The Head of Policy and Strategic Delivery advised that the corporate plan talks about the community and equality impacts. The first section of the refresh is about specific things that the council is going to do to reset the equality priorities in light of Covid-19; inclusive leadership and workforce diversity, improving outcomes for young black men, the aging well strategy, and an increased focus on tackling digital divide.
- 5.3.6 The Head of Policy and Strategic Delivery advised that there were also priorities for the Single Equality Scheme that need to be revisited now that there is increased corporate capacity, in particular Turkish/ Kurdish inequalities and that a similar approach to improving outcomes for young black men programme is required.
- 5.3.7 The Head of Policy and Strategic Delivery advised that the Aging Well Strategy had not been adopted by Cabinet because it was due to go out for consultation when lockdown commenced. It will be revisited to look at what is required to sharpen the policy in light of Covid-19 and for further stakeholder engagement with organisations that have been supporting older residents during the pandemic.
- 5.3.8 The Head of Policy and Strategic Delivery stated that the short, medium and long-term impacts and key points during the reset include highlighting what has been learnt from the network of community organisations and taking more of an asset based approach, connecting together support in a more increased way. Secondly taking into consideration the partnerships they have in terms of DWP. Thirdly the inclusive economy in relation to tackling homelessness, and as Cabinet Member for Community Safety, Policy, and the Voluntary Sector pointed out, poverty proofing. They talked about the need for this to be imbedded within all the work across the council. Part of the corporate plan work is finding out how this can be prioritised across the council.
- 5.3.9 In terms of inclusive economy, the skills issue is going to be an area of particular concern in light of the need for residents to potentially seek different employment and the skills gap that some may face. In addition to the challenges in business and business continuity in high streets and other parts of the economy.
- 5.3.10 The Head of Policy and Strategic Delivery advised that the financial aspect of the plan is going to be a challenge and so the financial plan must support the corporate plan for it to be effective and succeed.
- 5.4 The Chair thanked the Head of Policy and Strategic Delivery for outlining the plan and invited the Group Director of Finance and Corporate Resources outline the financial plan.
- 5.5 The Group Director of Finance and Corporate Resources echoed the Head of Policy and Strategic Delivery's sentiment and advised the he, the Chief Executive, Mayor, and Deputy Mayor wanted to ensure that the corporate plan and financial plan were linked together.
- 5.6.1 The Group Director of Finance and Corporate Resources commended the staff and residents for their efforts during the crisis.
- 5.6.2 The Group Director of Finance and Corporate Resources advised on further updates since the publication of the agenda papers, namely that central

government had announced a multi-year spending review. This was announced by the Chancellor and will be finalised this autumn, to cover the years 21/22 – 23/24 for revenue spending, and 21/22 – 24/25 for capital.

- 5.6.3 The Group Director of Finance and Corporate Resources agreed with the call to lobby for local government funding and for this to be at the fore of that review.
- 5.6.4 The Group Director of Finance and Corporate Resources informed there is an update pertaining to business rates revaluation. The Group Director of Finance and Corporate Resources observed that in Hackney business rates rose the highest of any borough in London to just over 40%. The new revaluation will take effect on the first of April 2023 based on property prices on the first of April 2021. The Group Director of Finance and Corporate Resources observed that business rates are challenging for local business, particularly the high business rates relative to other parts of the country. The Group Director of Finance and Corporate Resources suggested that the council should strongly advocate for business rate reliefs to continue into future years before the revaluation takes place.
- 5.6.5 The Group Director of Finance and Corporate Resources highlighted it was encouraging to see the Chancellor also call for evidence in terms of a business rates review in a fundamental look at business rates.
- 5.6.6 The Group Director of Finance and Corporate Resources updated the commission advising that there has been confirmation on how the third tranche of funding for local government will be distributed. This refers to the £500m that was recently announced which brought the total amount of government support to councils to £3.7billion, which equates to just over £21m for Hackney.
- 5.6.7 The Group Director of Finance and Corporate Resources advised the council has now received further details on the Compensation Scheme for Loss of Income, which relates to sales fees and charges, this confirmed some of the planning assumptions that The Group Director of Finance and Corporate Resources' team had been working on, in relation to how local authorities may be compensated for loss of income.
- 5.6.8 The Group Director of Finance and Corporate Resources issued a warning that while the news is welcomed, the specific detail around how and when the money will be paid remains to be announced, nor have there been any arrangements around the audit of this. The Group Director of Finance and Corporate Resources urged the council to avoid complacency around its calculations in terms of what the compensation level is expected to be.
- 5.6.9 The Group Director of Finance and Corporate Resources informed there has been clarification around the treatment of collection fund deficits in that they would be spread over the three financial years starting in 21/22.
- 5.6.10 The Group Director of Finance and Corporate Resources expressed that it's been encouraging to see that, when under examination by the ministry of housing, the secretary of state suggested that the treatment of collection fund deficits could be looked at again to potentially include something akin to the compensation for loss of income, which would mean a quicker and more immediate alleviation of some of those financial pressures.

- 5.6.11 The Group Director of Finance and Corporate Resources advised that the Head of Policy and Strategic Delivery has been doing a fantastic piece of work with colleagues across the council in terms of the Local Authority Emergency Assistant Grant for Food and Essential Supplies of which the Hackney allocation has been confirmed at £427k and should work closely with the Cabinet Member for Health, Adult Social Care and Leisure and other colleagues in relation to how the council can ensure that grant is deployed to provide support for people in need of food and essential supplies.
- 5.6.12 The Group Director of Finance and Corporate Resources urged members to read the Overall Financial Position report to understand the latest position of the council which after all of the government scheme that have been brought forward and the income compensation meant there was still, in the current financial year alone, a shortfall of over £9m. In terms of the housing revenue account, while those numbers are still being looked at, the magnitude is between £6-8m, although the Finance and Corporate Resources' team is working hard to mitigate the impacts of that.
- 5.6.13 The Group Director of Finance and Corporate Resources advised that work is ongoing to better understand the financial position in relation to the forecasts for 21/22. The report details assumptions made as well as the range of forecasts provided. However, uncertainties exist around the level of expected income and the expenditure incurred while combating essential things like reduction of homelessness.
- 5.6.14 The Group Director of Finance and Corporate Resources advised that there are a range of forecasts from the optimistic forecast being an £11m worth of savings for the general fund to ultimately the worst case scenario of £50m; should there be further challenges in relation to Covid-19. There is also a middle figure of just under £33m.
- 5.6.15 The Group Director of Finance and Corporate Resources advised he commissioned a piece of work to identify the range of saving targets across all the London boroughs. This was helpful because it helped to create an evidence base for lobbying in relation to the challenges ahead for London and other metropolitan boroughs across the country.
- 5.6.16 The Group Director of Finance and Corporate Resources referred to the Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply for further comments.
- 5.7.1 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply pointed out for council tax and the collection fund, there has been close work with the Audit Committee and Scrutiny. But effectively the shortfall in council tax this year remains and will follow through into future years. The changes the Government have brought forward gives more flexibility but the shortfall and the gap remain.
- 5.7.2 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply advised that the best case scenario for post-Covid-19 next year looks better than was previously forecast. This is due to the fact that the Government paused the fair funding review rather than the suggestion that the council has come out of Covid-19 better off. The council is expecting to lose £12m because of fair funding.



- 5.7.3 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply advised that sufficient actions have been put in place to get the council through this year with flexibility around things like reserves, but cautioned that essential central government has push the issues into future years.
- 5.7.4 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply urged for sensitivity in relation to how the finances are discussed, noting that staff could become concerned by the large figures and what it means for their employment. The Cabinet Member advised this is a conversation around what tools are needed to address the situation but is not a cause for alarm.
- 5.8 The Chair thanked The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply and opened the meeting up to questions.

### **Questions, Comments and Discussion**

- 5.9 Members asked two questions, firstly asking how much of the projected £9m deficit in the current financial year has been accrued to date, and the actual deficit accruing on a month-by-month basis. In relation to the corporate plan, Members asked whether the council is challenging itself enough in terms of closing the digital divide. Referring to the numbers of young people from ethnic minority communities without sufficient access to online services and the cost of filling that gap.
- 5.10 The Chair of Audit Committee asked about the highest priorities and who would be responsible on the executive side for achieving this plan.
- 5.11 In response to Members question, the Group Director of Finance and Corporate Resources advised the figure of £9 million was their estimate up until 31<sup>st</sup> March 2021. The Group Director of Finance and Corporate Resources informed the Scrutiny Panel that funding tranches one and two were received but that the third tranche was outstanding and that there are many shifting variables contributing to the month on month figure. Such as the reopening of the economy, changing behaviours etc. Therefore expressing a monthly figure at this point may not be valuable.
- 5.12 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply pointed out in the Overall Financial Plan, the Covid related figures and the existing figures are reported side-by-side for transparency.
- 5.13 In response to the questions about the corporate plan's ambitiousness and the digital divide the Head of Policy and Strategic Delivery advised that the commitment made in the plan is quite specific, but not ambitious enough to meet the full scale of the challenge. This is the reason why the Mayor and Cabinet have picked this up to look at what additional measures are needed. The Head of Policy and Strategic Delivery advised the plan is specific in trying to get as many people online in as skilled a way as possible, and that scaling up is a greater challenge that requires a more holistic community approach.
- 5.14 Members commented that a whole community approach may run the risk of having no specific person to take responsibility to filling the gap.
- 5.15 The Head of Policy and Strategic Delivery advised that each week the partnership programme is making solutions clearer and that the work is tangible.

- 5.16 In response to the Chair of the Audit Committee's question around priorities, the Head of Policy and Strategic Delivery advised the plan isn't a straightforward delivery plan. To identify the cross-cutting strands of work requires bringing services together on issues like inequality. The first piece of work is around identifying areas that require stretch. The Head of Policy and Strategic Delivery advised that taking ownership of these priorities is why ways of working is a central requirement of the refresh.
- 5.17 On the digital divide, the Cabinet Member for Community Safety and the Voluntary commented that the plan continues several strands with different cabinet leads which removes the risk of no one becoming responsible for the success emphasising the necessity for the partnership programme approach.
- 5.18 The Chair asked about the cross-cutting, over-arching plan asking where the level of detail exists and if they could be confident that the lines of responsibility will be maintained.
- 5.19 The Cabinet Member for Community Safety and the Voluntary advised the Mayor and Cabinet receive a regular update which provides a collective way of keeping them updated on what is happening with the plan, to ensure everyone understands what's happening with different work streams.
- 5.20 The Head of Policy and Strategic Delivery advised that in terms of accountability there is an annual review in February. The Head of Policy and Strategic Delivery advised that when she became responsible for the corporate plan she observed an opportunity to revisit the way we support delivery, and this is not as straightforward as performance management. The Head of Policy and Strategic Delivery advised that there is ongoing work about how to deliver cross-cutting measures, but that it's a complex issue. But overall accountability lies with the Mayor of Hackney.
- 5.21 Members posed a question to Head of Policy and Strategic Delivery as to whether the partnership programme extends outside the council and a further question to Group Director of Finance and Corporate Resources around the funding gap and whether there is work to campaign with other boroughs to secure more funding.
- 5.22 The Group Director of Finance and Corporate Resources responded by saying extensive lobbying is taking place for further SEND funding, but further lobbying will take place for greater funding, with a greater number of boroughs across London.
- 5.23 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply echoed this and highlighted Hackney is speaking with other boroughs facing similar challenges, noting that the funding issue isn't particular to London, and that lobbying will continue.
- 5.24 The Chair asked if Members can contact them with further questions, and observed how positive it is to see poverty reduction as a theme throughout the plan.
- 5.25 The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply commented that plans for rough sleeping have been set out, and those with no recourse to public funds are being considered in future measures. The Deputy Mayor and Cabinet Member for Finance, Housing Needs and Supply

observed the issue is as much to do with health as housing, and that a flexible approach would be needed from central government to change structures.

- 5.28 The Chair of Audit Committee asked about the time scale for a draft of the plan.
- 5.29 The Head of Policy and Strategic Delivery advised the work is ongoing, as well as drafting a summary version, but that there would be something more substantial by September.
- 5.30 The Chair thanked the attending guests for their contributions.

## 6 Communications and Scrutiny

- 6.1 The Chair welcomed the Director of Communications, Culture, and Engagement while highlighting the need for openness and transparency in the work of scrutiny, observing that the virtual meetings during pandemic have allowed scrutiny to reach a wider audience.
- 6.2.1 The Director of Communications, Culture, and Engagement opened by expressing the hope was to bring a full communication strategy to Scrutiny Panel earlier in the year which hasn't been possible due Covid-19, and that her team has been concerned with communicating the council's response to Covid-19.
- 6.2.2 The Director of Communications, Culture, and Engagement echoed that virtual meetings has provided opportunities for scrutiny commissions to share their important work.
- 6.2.3 The Director of Communications, Culture, and Engagement advised that Scrutiny is currently advertised through Hackney Today and Hackney Life publications sent to residents in the borough.
- 6.2.4 The Director of Communications pointed out that prior to the pandemic, the publications had a low number of subscribers but now they have more than 6,000 subscribers. These are increasingly having less Covid-19 content. The live streaming is also a tool for promotion and this has seen an increase in the numbers watching live. The current record in for live viewers has been 312.
- 6.2.5 The Director of Communications, Culture, and Engagement advised that the role of the corporate communications team has been to promote the meetings via the available channels, but also to promote calls for evidence or resident participation. The Director of Communications, Culture, and Engagement advised that the scrutiny team's counterpart role is to keep the communications team informed about upcoming meetings, and to convey the key priorities. The Director of Communications, Culture, and Engagement went further to say that the responsibility of Chairs is to maintain communications with their link communications officer and raising any requests for additional support through those channels and promoting the meetings through their own channels like social media.
- 6.2.6 The Director of Communications, Culture, and Engagement advised that it is important for scrutiny's work to be transparent and for it to be clear that the corporate communications team doesn't influence the content of that work. That challenge goes beyond a service that promotes meetings The Director of

Communications, Culture, and Engagement expressed that she welcomed discussion with the chairs about the best way to do this.

- 6.3 The Chair thanked the Director of Communications, Culture, and Engagement and her team for their work during the pandemic.

### **Questions, Comments and Discussion**

- 6.4 Members asked how the accessibility of virtual meetings can be maintained once face-to-face meetings resume. The Members highlighted there was a lack of clarity on the Hackney YouTube channel's layout calling for a separate section for scrutiny, and suggested that either the link communications officer or scrutiny officers be able to cut highlight clips from meetings in order for chairs to share them. Members acknowledged this role needed training for officers to carry it out.
- 6.5 The Director of Communications, Culture, and Engagement stated that there is no reason why scrutiny officers could not be trained to extract edited highlights but noted that the process can be fiddly and time-consuming. The Director of Communications, Culture, and Engagement also stated that her team is responsible for the YouTube channel but is unaware how easy it would be to give scrutiny its own section on the uploads page.
- 6.6 Members commented if something noteworthy or remarkable does happen at a scrutiny meeting, the ability to put that clip in a social media post would be useful to attract a wider audience, and called for increasing targeted publicity. Members also expressed an interest in media training.
- 6.7 The Director of Communications, Culture, and Engagement advised that the online content needs to be maintained and that training can be examined. The officer also advised Members that the chairs must maintain relationships with their communications officer, stressing that chairs can provide nuance that the agendas alone cannot.
- 6.8 Members asked about the interplay between the council's communications networks and the personal communications of Members particularly when it comes to controversial content and whether the edited highlight function would be available for content to appear on personal promotional channels. Members also requested further clarification on whether Members had to seek permission from communications officers before publishing scrutiny content.
- 6.9 The Director of Communications, Culture, and Engagement advised that cabinet members are expected to work with the communications team on their communication pieces because they're seen as the executive voice, but for non-executive Members they can use their own channels in whatever way they see fit. The necessity to work with communications begins where the corporate channels are utilised. In terms of controversial content, the Director of Communications, Culture, and Engagement advised that she will seek further clarification but that a conversation about the issue would be appropriate.
- 6.10 Members commented the communications would be in their role as chairs rather than simply a non-executive Member.

- 6.11 The Director of Communications, Culture, and Engagement advised this was still acceptable if done so away from the corporate channel, but if using the corporate channel this would require collaboration.
- 6.12 The Chair posed a question about what information is possible to gather from YouTube analytics.
- 6.13 The Director of Communications, Culture, and Engagement advised that colleagues on the communications team are in a better position to comment, but that there isn't a great level of detail available in terms of geographical analytics.
- 6.14 Members asked if the feedback form attached could be expanded to include scrutiny videos.
- 6.15 The Director of Communications, Culture, and Engagement said she would find out if that was possible.
- 6.16 Members commented that time codes are being used key points in scrutiny commission meetings. These could be utilised for retweeting specific excerpts allowing viewers to skip to bits that relate to them. One Member questioned the future of minutes asking whether they needed to be so detailed, particularly if they transition to recorded meetings.
- 6.17 The Director of Communications, Culture, and Engagement agreed and noted that different chairs would have different styles when it comes to excerpt content.
- 6.18 The Chair thanked the Director of Communications, Culture, and Engagement and commented that the future of minutes would be useful to be discussed further and suggested a refresh of the scrutiny webpage.
- 6.19 The Chair pointed out that media training for Members would be useful, training for scrutiny officers in video editing would be useful, and that chairs need to continue to have responsibility in promoting meetings.
- 6.20 The Chair drew the agenda item to a close.

<b>ACTIONS:</b>	<b>The Director of Communications, Culture, and Engagement to establish or ascertain:</b> <ul style="list-style-type: none"><li>• the feasibility of officers creating video highlights from the meetings</li><li>• the availability of training to create video excerpts</li><li>• to discover full extent of information available from YouTube analytics</li><li>• to explore and implement the expansion of feedback form to include videos</li><li>• whether scrutiny's videos on YouTube could be given their own section or be displayed in a more distinct way</li><li>• the feasibility of media training for Scrutiny Panel Members.</li></ul>
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7.1 The minutes were agreed.

<b>RESOLVED:</b>	<b>That the minutes of the meeting held on 13<sup>th</sup> May 2020 were agreed as a correct record.</b>
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**8 Work Programme 2020/21**

8.1 The Chair suggested Members conduct discussed about the work programme offline as events relating to Covid-19 continue.

8.2 The Chair listed dates of future meetings

8.3 The Chair there should be further discussions with the Head of Policy and Strategic Delivery to look at the role scrutiny can play in the corporate plan and in so doing form the work programme.

**9 Any Other Business**

9.1 There was no other business.

Duration of the meeting: 7.00 - 9.30 pm



<b>Scrutiny Panel</b> <b>5<sup>th</sup> October 2020</b> <b>Item 8 – Scrutiny Panel Work Programme</b> <b>2020/21</b>	Item No  <b>8</b>
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## **OUTLINE**

Attached is the draft work programme for the Scrutiny Panel for 2020-21. Please note that this is a working document.

This item is to discuss and review of the Overview and Scrutiny function work programmes for 2020/21. The Chairs updates, enables the Chair of SP to have strategic oversight of the Overview and Scrutiny function's work for the year.

This discussion gives the Chairs the opportunity to discuss the collective impact of the O&S work over the municipal year.

Update from each scrutiny commission Chair on their work programme for 2020/21. Attached are work programmes for 2020/21 for:

- Health in Hackney Scrutiny Commission
- Living in Hackney Scrutiny Commission
- Children and Young People Scrutiny Commission
- Skills, Economy and Growth Scrutiny Commission.

## **ACTION**

The Panel is asked for any comments, amendments or suggestions for the work programme.

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# Overview & Scrutiny

## Scrutiny Panel Scrutiny Commission

### *Rolling Work Programme May 2020 – April 2021*

All meetings take place at 7.00 pm and will be virtual until further notice. This rolling work programme report is updated and published on the agenda for each meeting of the Panel.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
<p><b>Wed 13<sup>th</sup> May 2020</b>  <b>Joint meeting with Living in Hackney</b></p> <p>Papers deadline: Fri 1<sup>st</sup> May</p>	<p>Living in Hackney on the Impact of Covid-19 in relation to Housing and Domestic Violence</p>	<p>Children, Adults and Community Health Directorate            Director of Children and Families, Sarah Wright from LBH            Borough Commander from Hackney MPS, Detective Chief Superintendent Marcus Barnett            Neighbourhoods and Housing Directorate Interim Director Regeneration James Goddard from LBH</p>	<p>Discussion to cover:</p> <ul style="list-style-type: none"> <li>• An update on domestic violence (locally) and the support available.</li> <li>• An update on the support services available to residents living in council housing and housing association properties in the borough.</li> </ul>

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Cabinet Question Time Mayor Philip Glanville	Chief Executive's Directorate Mayor's Office Ben Bradley / Tessa Mitchell	Discussion to cover 1. The Council's preparations and response to the crisis particularly for vulnerable residents. 2. How the Council's is working with partners, voluntary sector, local businesses and trade unions. 3. To review the long term impacts of the pandemic on the Council and the community.
<b>Tues 30<sup>th</sup> Jun 2020</b> <b>Special Meeting of the Scrutiny Panel</b>  Papers deadline: Thurs 18 <sup>th</sup> Jun	Call-in of a decision of the Executive	Monitoring Officer Dawn Cater-McDonald Neighbourhoods and Housing Directorate Group Director Neighbourhoods and Housing, Ajman Ali	The call-in relates to the decision of Cabinet of 18 May 2020 in respect of Restricting Residual Waste (Key Decision No. NH Q47) to introduce fortnightly collections for residual waste to street level properties, using black 180l wheeled bins.  The basis of the call-in is that: <ul style="list-style-type: none"> <li>• in making its decision Cabinet failed to consider relevant evidence; and</li> <li>• that the decision taken was not in the interests of the Borough's residents and a preferable alternative decision could be adopted.</li> </ul>
<b>Thurs 23<sup>rd</sup> Jul 2020</b>  Papers deadline: Mon 8 <sup>th</sup> July	Quarterly Finance Update – Covid 19, Corporate and Medium Term Financial Update	Finance and Corporate Resources Directorate Group Director Finance and Corporate Resources	Finance update the financial position of the council and the affects that Covid-19 is having on the council's budget.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
		Ian Williams	
	Update on the impact of Covid-19 on Poverty and Inequalities in the Borough	Chief Executive's Directorate Strategy, Policy and Economic Development Head of Policy and Strategic Delivery Sonia Khan	The discussion will cover the following areas: <ul style="list-style-type: none"> <li>• The analysis and assessment of the impact on poverty and inequalities in the borough</li> <li>• Information about the areas highlighted in a recent letter from Cllr Williams to a parliamentary inquiry on people and protected characteristics</li> <li>• Verbal update on the future plans and refresh of the Corporate Plan as a result of Covid-19.</li> </ul>
	Communication and Scrutiny	Chief Executive's Directorate Director of Communications, Culture and Engagement	<ul style="list-style-type: none"> <li>• Explore how scrutiny councillors can use different communication channels more effectively like You Tube videos or live streaming.</li> <li>• The communication strategy or system in place for non-executive Councillors</li> <li>• Explore how scrutiny councillors can make their work more publicly accessible through the communication channel of public choice.</li> <li>• Discuss the barriers and challenges that need to be overcome to enable scrutiny councillors to communicate more flexibly with the public.</li> </ul>
	Overview and Scrutiny Commission's Work	Chief Executive's Directorate	Discussion and review of the Overview and Scrutiny function work programmes for 2020/21.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Programme for 2019/20	Overview and Scrutiny Team Tracey Anderson	Update from each scrutiny commission Chair on their work programme for 2020/21.
<b>Mon 5 Oct 2020</b>  Papers deadline: Wed 23 <sup>rd</sup> Sept	Overview and Scrutiny Commission's Work Programme for 2020/21	Chief Executive's Directorate Overview and Scrutiny Team Tracey Anderson	Discussion and review of the Overview and Scrutiny function work programmes for 2020/21. Update from each scrutiny commission Chair on their work programme for 2020/21.
	Annual report on Complaints and Members Enquires	Chief Executive's Directorate Business Analysis and Complaints Team Bruce Devile	Annual report of the Council's Complaints and Members Enquires for 2019/20
	Cabinet Question Time Mayor Philip Glanville	Chief Executive's Directorate Mayor's Office Ben Bradley / Tessa Mitchell	CQT session with the Mayor.
	Quarterly Finance Update	Finance and Resources Directorate Ian Williams	Finance Update
<b>Mon 1<sup>st</sup> February 2021</b>  Papers deadline: Wed 20 <sup>th</sup> Jan	Quarterly Finance Update	Finance and Resources Directorate Ian Williams	Finance Update

Dates	Proposed Item	Directorate and officer contact	Comment and Action
	Chief Executive Question Time	Chief Executive's Directorate Chief Executive Tim Shields	Question time session with the Chief Executive
	Update on the Advice Services Review	Chief Executive's Directorate Strategy, Policy and Economic Development Head of Policy and Strategic Delivery Sonia Khan	Update following the implementation of the advice services review.
	Scrutiny Panel Work Programme 2020/21	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Review of the Scrutiny Panel work Programme for 2020/21
<b>Mon 8<sup>th</sup> Mar 2021</b>  Papers deadline: Wed 24 <sup>th</sup> Feb	Quarterly Finance Update	Finance and Corporate Resources Directorate Group Director Finance and Corporate Resources Ian Williams	Finance Update
	Food Poverty Strategy	Chief Executive's Directorate Strategy, Policy and Economic Development	Update on the Food Poverty strategy and work to tackle food poverty in the borough.

Dates	Proposed Item	Directorate and officer contact	Comment and Action
		Head of Policy and Strategic Delivery Sonia Khan	
	Scrutiny Panel Work Programme 2020/21	Chief Executive's Directorate Overview and Scrutiny Tracey Anderson	Review of the Scrutiny Panel work Programme for 2020/21

## To be scheduled

Information about how the learning from complaints is cascaded and used by service areas	TBC - All Group Directors	A briefing from each Group Director to explain how they use and cascade the learning from complaints to make improvements to services.
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## Health in Hackney Scrutiny Commission

**Future Work Programme: June 2020 – April 2021** (as at 25 Sept 2020)

All meetings will take place online until further notice and will be livestreamed via YouTube.

### This is a working document and subject to change

An urgent meeting on the Covid-19 response was held on 30 March. It was held remotely but could not be a formal meeting as the legislation for virtual meetings was not in place at the time.

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Tue 9 June 2020</b> Papers deadline: 31 May	Dr Sandra Husbands Prof Kevin Fenton Prof Anthony Costello Prof Allyson Pollock Amanda Healy	Dir of Public Health Regional Director London PHE and NHSE London Independent SAGE /UCL Independent SAGE/ Univ. of Newcastle DPH Durham County Council	<b>Covid-19 Response – DISCUSSION PANEL</b>	What can local authorities do to mitigate the spread of Covid-19 in their areas and what space is there for local health partners and the council to supplement the national government approach?
			<b>Appointment to INEL JHOSC</b>	To appoint 1 member to INEL JHOSC to replace Cllr Maxwell. Cllr Snell was appointed. As there was no AGM in May 2020 previous appointments to committees from May 2019 roll over until an AGM is scheduled.
<b>INEL JHOSC</b> <b>Wed 24 June 2020</b> <b>Virtual Meeting</b>		<i>Chair and AO for ELHCP; Chairs and MDs of all the CCGS for North East London; CEO Barts Health; CEO HUHFT; Deputy CEO, ELFT;</i>	<b>INEL boroughs' response to Covid-19 pandemic</b>	

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
		<i>Reps of North East London Save Our NHS</i>		
<b>Thu 9 July 2020</b> Papers deadline: 30 June		All Members	<b>Election of Vice Chair for 202/21</b>	To elect a Vice Chair to replace Cllr Maxwell who has stepped down on becoming a Cabinet Adviser.
	HUHFT Chief Nurse and Director of Governance Homerton UNISON	Catherine Pelley TBC Lorna Solomon	<b>Homerton Hospital and its contract for soft services</b>	Follow up from January meeting and request from Homerton UNISON and from Members. Concern that the 5 year extension of the ISS contract was announced hastily and without proper consultation despite ongoing concerns about staff pay and conditions, exacerbated by Covid-19 situation.
	CCG Chair and MD	David Maher Dr Mark Rickets	<b>An Integrated Care System for NEL</b>	Follow up from Feb meeting and in response to increased concerns from KONP and others on the press reports that NHSE is speeding up plans for implementing ICSSs in full
	CCG Chair and MD	David Maher Dr Mark Rickets	<b>Covid-19 City and Hackney Restoration and Resilience Plan</b>	Follow up from discussions at March and June meetings.
	Director of Public Health	Dr Sandra Husbands	<b>Covid-19 update on Test, Trace and Isolate Pilot</b>	Follow up from June meeting on progress of roll out of testing locally and the Test Trace Isolate Pilot which Hackney is participating in with Newham, Camden and Barnet.
<b>Urgent meeting Thu 30 July 2020</b> Papers deadline: 22 July	ELFT  CCG  Barts Health	Dr Waleed Fawzi Edwin Ndlovu  Dan Burningham  Neil Ashman	<b>Developing COVID-19 resilient services at Mile End Hospital, including relocation of inpatient dementia assessment services to East Ham Care Centre</b>	The meeting has been called urgently prior to the August recess because of the timeline involved with this proposal. To provide input to NHS on their plans to develop COVID-19 resilient services at Mile End Hospital, including the relocation of inpatient dementia assessment services from Mile End Hospital to East Ham Care Centre. This involves patients from City and Hackney as well as Tower Hamlets and Newham.



<b>Meeting</b>	<b>Lead Organisation /Directorate</b>	<b>Officer Contact</b>	<b>Item</b>	<b>Description</b>
Urgent AOB	Director of Public Health	Dr Sandra Husbands	<b>Covid-19 update on Test, Trace and Isolate</b>	Verbal update on the response locally to the Covid-19 pandemic.
<b>Wed 23 Sept 2020</b> Papers deadline: 14 Sept	Deputy Director of Public Health	Chris Lovitt	<b>Covid-19 update on Test, Trace and Isolate</b>	Follow up from July meeting on progress of Covid-19 Test Trace Isolate in Hackney.
	CCG HUHFT	David Maher Dr Mark Ricketts Tracey Fletcher	<b>An Integrated Care System for North East London</b>	Update from CCG Chair and MD on the decision of City and Hackney CCG Members on the merger to create a single CCG for North East London and on the further development of the Integrated Care System
	LBH/CoL/CCG Planned Care Workstream	Siobhan Harper, Workstream Director	<b>Integrated commissioning- PLANNED CARE Workstream</b>	Series of updates from each of the Integrated Commissioning Workstreams. This had been postponed from March and June because of the Covid-19 situation.
	Healthwatch Hackney	Jon Williams	<b>Annual Report of Health watch Hackney 2019/20</b>	Annual Report of local Healthwatch to Healthwatch England.
<b>INEL JHOSC</b> <b>Wed 30 Sept 2020</b>	<i>ELHCP</i> <i>Dirs of Public Health</i>  <i>Barts Health</i>	<i>Jane Milligan</i> <i>4 Directors of Public Health</i> <i>Alistair Chesser</i> <i>(Barts Health)</i>	- Update from ELHCP on Covid - Directors of Public Health on Covid-19 response - Overseas Visitor Charging Regulations	

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>Wed 14 Oct 2020</b> Papers deadline: 5 Oct	LBH	Dr Adi Cooper John Binding Raynor Griffiths	<b>Annual Report of City &amp; Hackney Safeguarding Adults Board 2019-20</b>	Annual item to consider the Annual Report of CHSAB with its Independent Chair Dr Adi Cooper.
<i>Joint with Members of CYP Scrutiny Commission</i>	LBH/CoL/CCG CYP&M Care Workstream	Amy Wilkinson Workstream Director Anne Canning, SRO	<b>Integrated Commissioning – CYP&amp;M Workstream</b>	Series of updates from each of the Integrated Commissioning Workstreams
	HUHFT	Catherine Pelley	<b>Discussion on response to Quality Account of HUHFT</b>	The Commission provided a response to the draft of the Annual Quality Account of Homerton University Hospital NHS Foundation Trust (HUHF) in early Sept. As is customary the Chief Nurse/Director of Governance is invited to a subsequent meeting to respond to the issues raised in the Commission's letter.
		Public Health	<b>Covid-19 Test and Trace verbal update</b>	
<b>Wed 18 Nov 2020</b> Papers deadline: 9 Nov	TBC		<b>To be confirmed</b>	
	Cabinet Member	Cllr Kennedy	<b>REVIEW: Digital first primary care and the implications for GP practices</b>	The Cabinet Response to this due in March was delayed because of the Covid-19 crisis. Instead this will be a Cabinet Response and an update 12 months on from the publication of the original review report.
<i>Postponed from June</i> <i>TBC</i>	LBH/CoL/Prevention Workstream	Sandra Husbands Workstream Director Anne Canning SRO	<b>Integrated commissioning PREVENTION Workstream</b>	<i>Series of updates from each of the Integrated Commissioning Workstreams</i>

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
<b>INEL JHOSC</b> <b>Wed 25 Nov 2020</b>  <b>Joint meeting with ONEL</b>				
<b>Thu 28 Jan 2021</b> Papers deadline:	TBC			
<i>May be postponed to July 2021</i>	<i>Eugene Jones Dan Burningham Jon Williams</i>	<i>ELFT CCG Helathwatch</i>	<b>Update on impact of consolidation of dementia and challenging behaviour in-patient wards at East Ham Care Centre</b>	<i>Follow up from meeting on 29 Jan 2020 mtg including focus on the uptake of the transport offer to families and friends of the patients moved from Thames House Ward at Mile End Hospital..  Commission considered an urgent request for a further bed move at a meeting on 30 July 2020 and asked ELFT to report back in a year.</i>
	LBH/CoL/CCG Unplanned Care Workstream	Nina Griffith Workstream Director Tracey Fletcher, SRO	<b>Integrated commissioning – UNPLANNED CARE Workstream</b>	Series of updates from each of the Integrated Commissioning Workstreams
<b>INEL JHOSC</b> <b>Feb 2021</b> <b>Date tbc</b>			TBC	
<b>Tue 23 Feb 2021</b> Papers deadline:	Director Adult Services		<b>Hackney Local Account of Adult Care Services</b>	Annual Report for 2020/21?

Meeting	Lead Organisation /Directorate	Officer Contact	Item	Description
	TBC			
<b>Wed 31 March 2021</b> Papers deadline:	LBH/CoL/CCG Planned Care Workstream	Siobhan Harper, Workstream Director Andrew Carter, SRO	<b>ICB - PLANNED CARE Workstream</b>	Series of updates from each of the Integrated Commissioning Workstreams. To also include an update on the <b>Housing First</b> pilot.
	TBC			
			<b>Work Programme discussion for 2021/22</b>	

### Items agreed but yet to be scheduled

<b>To be scheduled</b>	Public Health SPED HUHFT ELFT CCG GP Confed	TBC	<b>Covid 19 Response – Disproportionate impact on ethnic minority communities</b>	To consider how local action plans to address this problem are being implemented.
<b>To be scheduled</b>		New Cabinet Member	<b>Cabinet Member Question Time</b>	Postponed from December 2019
<b>To be scheduled</b>	Adult Services	Ann McGale Anne Canning	<b>Integrated Learning Disabilities Service</b>	Update on development of the new model

<b>To be scheduled</b>		Sonia Khan Soraya Zahid	<b>Implementation of Ageing Well Strategy (focus on community transport for elderly)</b>	To focus on "You Said, We Did". Follow up from Dec mtg. Specific update on community transport for elderly requested.
<b>To be scheduled</b>	Public Health Adult Commissioning Network providers	Anne Canning Dr Nicole Klynman	<b>City &amp; Hackney Wellbeing Network</b>	To receive update on the revised model for the Wellbeing Network being put in place following an evaluation report.
<b>To be scheduled</b>			<b>How health and care transformation plans consider transport impacts?</b>	Suggestion from Cllr Snell. Possible review/item to understand how much Transformation Programmes take transport impacts for patients and families into consideration and whether these can be improved.
<b>To be scheduled</b>			<b>Implications for families of genetic testing</b>	Suggestion from Cllr Snell. Briefing on impact on families of new technologies such as genetic testing.
<b>To be scheduled</b>			<b>Accessible transport issues for elderly residents</b>	Suggestion from Cllr Snell after Dec mtg.
<b>To be scheduled</b>			<b>What does governance look like at the Neighbourhood level?</b>	Suggestion from Jonathan McShane at Dec mtg

#### ITEMS POSTPONED DUE TO COVID-19 AND YET TO BE SCHEDULED

Postponed from March	King's College London	Dr Ian Mudway (expert on air quality)	<b>Air Quality – health impacts: briefing from expert.</b>	Briefing from external expert on health impacts of poor Air Quality
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Postponed from March	Public Health Consultant Environment Services Strategy Team	Damani Goldstein Sam Kirk	<b>Air Quality – health impacts: update on Hackney’s Air Quality Action Plan</b>	Briefing from Public Health on the implementation of the Actions to reduce the health impacts of air quality in Hackney’s own <i>Air Quality Action Plan 2015-2019</i>
Postponed from March	Public Health (Sport England Project) Public Realm	Lola Akindoyin Aled Richards	<b>Sport England project in King’s Park ward</b>	Briefing on the programme of the Sport England funded project.
Postponed from 1 May	<b>SCRUTINY IN A DAY</b>	<i>Public Health Environmental Health</i>	<b><i>Health Inequalities – Marmot 10 Years On</i></b>	<i>Scrutiny in Day Session</i>
Postponed from July	GP Confed Integrated Commissioning	Laura Sharpe Nina Griffith	<b>Neighbourhoods Development Programme</b>	Follow up on item at July 2019
<b>POSTPONED Possible separate engagement event hosted by the Commission</b>	LBH CCG HUHFT ELFT Healthwatch	Tim Shields/ Ian Williams/ Anne Canning David Maher Tracey Fletcher Dr Navina Evans Jon Williams	<b>Options for future use of St Leonard’s site</b>	Scrutiny will host an engagement event with the senior officers from the relevant stakeholders and the Cabinet Members to discuss the emerging plans for the St Leonard’s Site.

# Overview & Scrutiny

## Living in Hackney Scrutiny Commission: Work Plan July 2020 – April 2021

*Each agenda will include an updated version of this Scrutiny Commission work programme*

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<b>23<sup>rd</sup> June 2020</b> All Council meetings will be held remotely until further notice.  Papers deadline: Fri 12 <sup>th</sup> June 2020	Trust and Confidence	Metropolitan Police Service Hackney Borough  DCS Marcus Barnett, CE BCU Commander	The Commission's scrutiny review highlighted some indicators suggesting lower than average levels of trust and confidence (meeting held on 31st January 2019). The Commission learned a range of activities were being delivered by the police in this area including the activities being delivered by the newly formed BCU-wide Trust and Confidence Board. This item is an update on that area of work and a look at the impact of Covid - 19.
	Stop and Search	Metropolitan Police Service Hackney Borough  DCS Marcus Barnett, CE BCU Commander	At the Commission's meeting in January 2019 the Commission heard about the roll out of body worn cameras, and work with the IAGs, the Safer Neighbourhood Board, and programmes in schools to improve understandings on both sides about stop and search. This item is an update on that area of work and a look at the impact of Covid - 19.
	Community Safety Partnership Plan 2019-2022	London Borough of Hackney  Tim Shields (Chief Executive)	An update on the progress of the Community Safety Partnership Plan against the four priority themes of the plan. This update will include an in-depth look at the strategic priority Street Drug Market and Substance Misuse.

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
		Metropolitan Police Service Hackney Borough  DCS Marcus Barnett, CE BCU Commander	
<p><b>15<sup>th</sup> July 2020</b> All Council meetings will be held remotely.</p> <p>Papers deadline: Fri 3<sup>rd</sup> July 2020</p>	Update on Housing Services' Fire Safety works	Housing Services in Directorate of Neighbourhoods and Housing  David Padfield Director of Housing	Information about Hackney Council's fire safety works with input from Hackney's Resident Liaison Group.
	Evidence Session for Exploring the work of Housing Associations in Hackney Scrutiny Review	Various Housing Associations and London Borough of Hackney James Goddard, Interim Director, Regeneration	This session will explore: 1) The strengths of formal partnership arrangements 2) Community investment by housing associations, approaches to supporting their residents to succeed, and partnership with the Council to improve social and economic wellbeing. 3) Improving recycling on estates across the borough.
<p><b>30<sup>th</sup> September 2020</b></p>	Update on Thames Water Main Burst in	Thames Water Steve Spencer –	An update from Thames Water on their progress of repair works, a status update on residents returning to their homes (home owners, private tenants, council tenants, registered social landlords and leaseholder) and an outline of



Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<p>All Council meetings will be held remotely.</p> <p>Papers deadline: Fri 18<sup>th</sup> Sept 2020</p>	the N4 area	<p>Operations Director Tim McMahon – Head of Water Asset Management</p> <p>Ofwat Carl Pheasey - Director Strategy &amp; Policy</p>	<p>your investment plans, timescales and the improvements you expect to achieve from this investment plan.</p> <p>An update from Ofwat on the progress of performance for Thames Water, accessibility of this information locally and investment in improvements by Thames Water.</p>
	Update on the Impact of Covid 19 on Hackney's Housing Service	Director of Housing David Padfield from LBH	Hackney Housing to provide an update on the impact of Covid 19 on Hackney's Housing Service in relation challenges and opportunities; business as usual activities; repairs; financial position; support to residents and customer service.
	Executive Response to LiH Scrutiny Review - Council and partnership response to escalation in serious violence review	Tracey Anderson Overview and Scrutiny Officer	<p>The Cabinet response to the LiH's recommendations following their scrutiny review looking at the <i>Council and partnership response to escalation in serious violence review</i>.</p> <p>The Commission's review of the Executive's response to the recommendations made by LiH.</p>

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
	Update on Thames Water Donation for Lea Bridge Distribution / Use of Funds	Cllr Rathbone Ward Cllr for Lea Bridge	Update on recommendation for distribution / use of funds fro Ward Councillors and The Commission to approve the allocation of funds (taking into consideration the recommendation by the local <b>ward councillors</b> from Lea Bridge Ward) and to agree the governance process or any restrictions on the donations e.g. for a specific use.
	Discussion about work programme for 2020/21	Tracey Anderson, Overview and Scrutiny Team	The Commission to agree the work programme items for 2020/21.
<p><b>9<sup>th</sup> November 2020</b></p> <p>All Council meetings will be held remotely.</p> <p>Papers deadline: Wed 28<sup>th</sup> October 2020</p>	Stop and Search	Metropolitan Police Service Hackney Borough  DCS Marcus Barnett, CE BCU Commander	TBC
		Metropolitan Police Service HQ - Professionalism Commander Catherine Roper	

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<p><b>14<sup>th</sup> December 2020</b></p> <p>All Council meetings will be held remotely.</p> <p>Papers deadline: Wed 2<sup>nd</sup> December 2020</p>	TBC		

Dates	Proposed Item	Directorate and lead officer contact	Description, Comment and Purpose of item
<p><b>18<sup>th</sup> January 2021</b></p> <p>All Council meetings will be held remotely.</p> <p>Papers deadline: Wed 6<sup>th</sup> January 2021</p>	TBC		
<p><b>11<sup>th</sup> February 2021</b></p> <p>All Council meetings will be held remotely.</p> <p>Papers deadline: Mon 1<sup>st</sup> February 2021</p>	TBC		
<p><b>22<sup>nd</sup> March 2021</b></p> <p>All Council meetings will be held remotely.</p> <p>Papers deadline: Wed 10<sup>th</sup> March 2021</p>	TBC		

<b>Dates</b>	<b>Proposed Item</b>	<b>Directorate and lead officer contact</b>	<b>Description, Comment and Purpose of item</b>

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## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 1	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date: Monday 15<sup>th</sup> June</u></b></p> <p>Deadline for reports: 1<sup>st</sup> June 2020</p> <p>Publication Date: 5<sup>th</sup> June 2020</p>	School Admissions – September 2020	<ul style="list-style-type: none"> <li>● Marian Lavelle, Head of Admissions and Pupil Benefits, HLT</li> <li>● Annie Gammon, Director of Education and Head of HLT</li> </ul>	
	<p>Impact of Covid 19 and recovery plan.</p> <p>(i) Service update from Children and Families Service and Hackney Learning Trust</p> <p>(ii) The impact of Covid 19 on the emotional health and mental wellbeing of children and young people.</p>	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director Children, Adults &amp; Community Health</li> <li>● Sarah Wright, Director of Children and Families Service</li> <li>● Annie Gammon, Director of Education</li> <li>● Amy Wilkinson, Integrated Commissioning Programme Director for CYP &amp; Maternity Services</li> </ul>	
	New CYP Work Programme for 2020/21	<ul style="list-style-type: none"> <li>● Commission/ Scrutiny officer</li> </ul>	<ul style="list-style-type: none"> <li>● To consult local stakeholders</li> <li>● Meet with service Directors</li> <li>● Collate topic suggestions</li> </ul>

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 2	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting</u></b>  <b><u>Date:</u></b>  <b><u>Monday 13<sup>th</sup></u></b>  <b><u>July</u></b></p> <p>Papers deadline: 1<sup>st</sup> <b>July 2020</b></p> <p>Agenda dispatch: <b>Friday 3<sup>rd</sup> July 2020</b></p>	Childcare Sufficiency	<ul style="list-style-type: none"> <li>● Donna Thomas, Head of Early Years and Childcare</li> <li>● Tim Wooldridge, Early Years Strategy Manager</li> <li>● Annie Gammon, Director of Education</li> </ul>	
	Impact of Covid 19 - education, attainment gap and educational inequalities.	<ul style="list-style-type: none"> <li>● Dr Rebecaa Montacute, Sutton Trust</li> <li>● Chris Brown, Principal, Bridge Academy</li> <li>● Richard Brown, Executive Head, Urswick School</li> <li>● Jane Heffernan, Executive Head, Cardinal Pole School</li> <li>● Annie Gammon, Director of Education</li> </ul>	
	Outcome of school exclusions – update emerging conclusions	<ul style="list-style-type: none"> <li>● Martin Bradford, Scrutiny Officer / Commission</li> </ul>	
	CYP Work Programme 2020/21	<ul style="list-style-type: none"> <li>● Martin Bradford, Scrutiny Officer / Commission</li> </ul>	<ul style="list-style-type: none"> <li>● Details of all topic suggestions circulated to members and published in the agenda.</li> <li>● Arrange meetings with senior officers to scope out work items.</li> </ul>



## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 3	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date: Tuesday 8<sup>th</sup> September</u></b></p> <p>Agenda dispatch Friday 28<sup>th</sup> August 2020</p> <p>Papers deadline: Tuesday 24<sup>th</sup> August 2020</p>	Update: Impact of Covid 19 and recovery plan for Children & Families Service and Hackney Learning Trust	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> <li>● Sarah Wright, Director of Children and Families</li> </ul>	
	Addressing racial inequality and unconscious bias in children and young people's services.	<ul style="list-style-type: none"> <li>● Sarah Wright, Director of Children and Families</li> <li>● Lisa Aldridge, Head of Safeguarding and Learning</li> <li>● Annie Gammon, Director of Education</li> <li>● Orlene Badu, System Leader-Young Black Men Project</li> </ul>	
	School Examinations 2020 Update	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> <li>● Anton Francic, Principal Secondary School Adviser</li> </ul>	
	Agreement of CYP Work Programme 2020/21	<ul style="list-style-type: none"> <li>● Martin Bradford, Scrutiny Officer</li> <li>● Commission</li> </ul>	<p>-Feedback from stakeholder consultation</p> <p>-Presentation of draft programme</p>

# Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

## Joint meeting with HiH scrutiny commission – integrated commissioning

Meeting 3a	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
14th October 2020	Update on integrated Commissioning - Children, Young People and Maternity Work-stream	<ul style="list-style-type: none"><li>• Anne Canning, Group Director, Children, Adults and Community Health</li><li>• Amy Wilkinson, Work-stream Director</li></ul>	With Health in Hackney

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 4	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date:</u></b> <b><u>Monday 2<sup>nd</sup> November 2020</u></b></p> <p>Agenda dispatch: <b>Friday 23<sup>rd</sup> October 2020</b></p> <p>Papers deadline: <b>Tuesday 20<sup>th</sup> October 2020</b></p>	Children and Families Service Bi-Annual Report to Members Full year to April 2020 <ul style="list-style-type: none"> <li>- To include financial monitoring for Children and Families Service.</li> <li>- To include short update on Recruitment &amp; Retention of Foster carers</li> </ul> <p style="text-align: right;">(40m)</p>	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director, CACH</li> <li>● Sarah Wright, Director of Children &amp; Family Services</li> </ul>	
	Ofsted Inspection Outcomes - Action Plan (TBC) <p style="text-align: right;">(40m)</p>	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director, CACH</li> <li>● Sarah Wright, Director of Children &amp; Family Services</li> </ul>	
	Hackney Schools Group (TBC) <p style="text-align: right;">(25m)</p>	<ul style="list-style-type: none"> <li>● Eleanor Schooling, Independent Chair</li> </ul>	
	Budget Monitoring Hackney Learning Trust (TBC) <p style="text-align: right;">(25m)</p>	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> <li>● Tracey Caldwell, Director of Operations HLT</li> </ul>	Meeting with Annie Gammon / Director of finance to confirm scope.
	CYP Work Programme 2020/21	<ul style="list-style-type: none"> <li>● Martin Bradford, Scrutiny Team</li> </ul>	<ul style="list-style-type: none"> <li>● To review and monitor progress.</li> </ul>

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 5	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date: Monday 7<sup>th</sup> December 2020</u></b></p> <p>Agenda dispatch: Friday 27<sup>th</sup> November 2020</p> <p>Papers deadline: Tuesday 24<sup>th</sup> November 2020</p>	Annual Question Time with Cabinet Member for Cabinet Member for Families, Early Years and Play (45m)	<ul style="list-style-type: none"> <li>● Cllr Caroline Woodley</li> </ul>	3 items to be selected 6 weeks ahead of the meeting (21st September 2020)
	Childcare Sufficiency (Update)	<ul style="list-style-type: none"> <li>● Donna Thomas, Head of Early Years</li> </ul>	To be taken as part of Cabinet Q & A with Cabinet Member for Families, Early Years and Play
	Young Futures Commission (TBC) (45m)	<ul style="list-style-type: none"> <li>● Polly Cziok</li> <li>● Pauline Adams</li> <li>● Jernaine Jackman / Shekeila Scarlett YF Co-Chair</li> <li>● Rohny Saggarr-Malik, Project Head</li> </ul>	How will the outcomes of Young Futures be embedded across the Council and with partner agencies? What governance structures to support young people's involvement through Young Futures, Hackney Youth Parliament and CYP Scrutiny.
	Child Friendly Borough Supplementary Planning Document (30m)	<ul style="list-style-type: none"> <li>● Natalie Broughton, Head of Planning</li> <li>● Gabrielle Abadi, Planning Officer</li> <li>● Karol Jakubczyk, Senior Plannign Officer</li> <li>● Lizzie Bird, Planning &amp; Implementation officer</li> </ul>	
	CYP Work Programme 2020/21	- Scrutiny Officer	- To review and monitor progress.

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 6	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date:</u></b> <b><u>Tuesday 12<sup>th</sup> January 2021</u></b></p> <p>Agenda dispatch: Monday 4<sup>th</sup> January 2021</p> <p>Papers deadline: Wednesday 23<sup>rd</sup> December 2020</p>	Annual Report City and Hackney Safeguarding Partnership (TBC) (45m)	<ul style="list-style-type: none"> <li>● Jim Gamble, Chair of the City and Hackney Safeguarding Children Partnership</li> <li>● Rory McCallum, Senior Professional Adviser</li> </ul>	
	Unregistered Educational Settings -Update 2 (TBC) (30m)	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director, Children, Adults and Community Health</li> <li>● Annie Gammon, Director of Education</li> <li>● Rory McCallum, Senior Professional Adviser, CHSCB</li> </ul>	
	Annual Question Time with Deputy Mayor and Cabinet Member for Education, Young People and Children’s Social Care.(TBC) (45m)	<ul style="list-style-type: none"> <li>● Cllr Anntoinette Bramble</li> </ul>	3 items to be selected 6 weeks ahead of the meeting (1st December 2020)
	CYP Work Programme 2020/21	Scrutiny Officer	- To review and monitor progress

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 7	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date:</u></b> <b><u>Monday 8<sup>th</sup> February 2021</u></b></p> <p>Agenda dispatch: <b>Friday 29<sup>th</sup> January 2021</b></p> <p>Papers deadline: <b>Tuesday 26<sup>th</sup> January 2021</b></p>	The Attainment Gap: local priorities to reduce inequalities in educational attainment among (TBC) (75m)	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> <li>● Include representation from neighbouring boroughs</li> </ul>	To be scoped with Director of Education
	Children and Young People's Mental Health in Hackney (TBC) (45m)	<ul style="list-style-type: none"> <li>● Amy Wilkinson, Managing Director CYP and Midwifery of Integrated Commissioning</li> <li>● Greg Condon, Commissioning Manager City &amp; Hackney CCG</li> </ul>	To be scoped with Managing Director of CYP & M Integrated Commissioning  Strategic oversight: needs, funding, priorities and performance  Conduct focus groups with young people ahead of the meeting to inform discussion,
	CYP Work Programme 2020/21	Scrutiny Officer	<ul style="list-style-type: none"> <li>● To review and monitor progress.</li> </ul>

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Meeting 8	Item title and scrutiny objective	Directorate – Division – Officer Responsibility	Preparatory work to support item
<p><b><u>Meeting Date:</u></b> <b><u>Wednesday 28<sup>th</sup> April 2021</u></b></p> <p>Agenda dispatch: Tuesday 20<sup>th</sup> April 2021</p> <p>Papers deadline: Thursday 15<sup>th</sup> April 2021</p>	<p>Children and Families Service Bi-Annual Report to Members April 2020-September 2020 - to include financial monitoring data . (45m)</p>	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director, CACH</li> <li>● Sarah Wright, Director of Children &amp; Family Services</li> </ul>	
	<p>Special Educational Needs and Disability (i) Performance (ii) Recovery Plan (TBC) (60m)</p>	<ul style="list-style-type: none"> <li>● Alison Farmer, Head of High Needs and School Places</li> <li>● Annie Gammon, Director of Education</li> </ul>	To be scoped with Head of High Needs/ Director of Education
	<p>School Moves: Annual Review of children being excluded from school, subject to a managed move, or move to Elective Home Education /Alternative Provision. (TBC) (20m)</p>	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> </ul>	To be scoped with Director of Education
	CYP Work Programme 2020/21	Scrutiny Officer	To review and monitor progress

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

### Review 2020/21

Service Area	Officers	Date
Adolescents entering care: analysis of pathways into care to help identify early help / prevention.	<ul style="list-style-type: none"> <li>• Sarah Wright, Director of Children and Families Service</li> </ul>	To be scoped

### Informal reconnaissance meetings with Director and Service leads and to report back to Commision.

Service Area	Officers	Date
Youth Offending	<ul style="list-style-type: none"> <li>• Sarah Wright, Director of Children and Families Service</li> <li>• Pauline Adams, Head of Young Hackney</li> <li>• Brendan Finegan, Head of Youth Offending Team</li> </ul>	
Young Hackney - Youth Services	<ul style="list-style-type: none"> <li>• Sarah Wright, Director of Children and Families Service</li> <li>• Pauline Adams, Head of Young Hackney</li> </ul>	

### Short brief required

Service Area	Officers	Date
Prevention of NEET - employment, education and training opportunities available for young people post Covid	<ul style="list-style-type: none"> <li>• Annie Gammon, Director of Education</li> <li>• Andrew Munk, Head of Employment &amp; Skills</li> </ul>	



## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

Impact of complex parental (family) mental health on children and young people.	<ul style="list-style-type: none"> <li>Amy Wilkinson, Managing Director CYP and Midwifery of Integrated Commissioning</li> </ul>	To scope.
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Standing Items		
Election of Chair	<ul style="list-style-type: none"> <li>Commission</li> </ul>	Postponed - AGM until 2021
School Admissions	<ul style="list-style-type: none"> <li>Annie Gammon, Director of Education</li> <li>Marian Lavelle</li> </ul>	Scheduled 15 <sup>th</sup> June 2020
Childcare Sufficiency	<ul style="list-style-type: none"> <li>Annie Gammon, Director of Education</li> <li>Donna Thomas, Head of Early Years</li> </ul>	Scheduled 13 <sup>th</sup> July 2020 and update December 2020
Children and Families Service Bi-Annual Report to Members	<ul style="list-style-type: none"> <li>Anne Canning, Group Director, CACH</li> <li>Sarah Wright, Director of Children &amp; Family Services</li> </ul>	Scheduled November 2 <sup>nd</sup> 2020 and April 28 <sup>th</sup> 2021
Annual Report City and Hackney Safeguarding Partnership	<ul style="list-style-type: none"> <li>Jim Gamble, Chair of the City and Hackney Safeguarding Children Board</li> <li>Rory McCallum, Senior Professional Adviser</li> </ul>	Scheduled January 12 <sup>th</sup> 2021
Annual Question Time with Cabinet Member for Cabinet Member for Families, Early Years and Play	<ul style="list-style-type: none"> <li>Cllr Caroline Woodley</li> </ul>	Scheduled December 7 <sup>th</sup> 2020
Annual Question Time with Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care.	<ul style="list-style-type: none"> <li>Cllr Anntoinette Bramble</li> </ul>	Scheduled November 2 <sup>nd</sup> 2020
Annual Update on Achievement of Students at Early Years Foundation Stage, Key Stage 2 and Key Stage 4.	<ul style="list-style-type: none"> <li>Stephen Hall, Principal Adviser Primary, HLT</li> <li>Anton Francic, Principal Secondary Adviser, HLT</li> </ul>	Scheduled April 28 <sup>th</sup> 2021 - though will be in a different format.

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

	<ul style="list-style-type: none"> <li>• Tim Wooldridge, Early Years, HLT</li> </ul>	
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Review Items		
Outcomes of Exclusions	Martin Bradford, Scrutiny Officer	Update - July 2020, final report September 2020
Unregistered Educational Settings - Update 2	<ul style="list-style-type: none"> <li>• Anne Canning, Group Director, Children, Adults and Community Health</li> <li>• Andrew Lee, Assistant Director Education Services, Hackney Learning Trust</li> <li>• Rory McCallum, Senior Professional Adviser, CHSCB</li> </ul>	January 12th 2021
Recruitment and retention of foster carers	A brief update to be provided in November 2020 presented alongside Children's Social Care Annual Report	November 2nd 2020

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

One off Items agreed from 2019/2020		
Action Plan arising from Ofsted Inspection	<ul style="list-style-type: none"> <li>● Anne Canning, Group Director, Children, Adults and Community Health, LBH</li> <li>● Sarah Wright, Director of Children &amp; Family Services</li> </ul>	November 2nd 2020
Young Futures Commission - final report	<ul style="list-style-type: none"> <li>● Rohney Saggar Malik, Young Futures Commission</li> </ul>	December 7th 2020
Well-being and Mental Health Services (WAMHS): early intervention and support to schools	<ul style="list-style-type: none"> <li>● Sophie McElroy, CAMHS Alliance Project Manager</li> </ul>	Deferred - Strategic Mental Health item February 8th 2021
Mental Health & Well Being Strategy	<ul style="list-style-type: none"> <li>● Amy Wilkinson, Managing Director CYP and Midwifery of Integrated Commissioning</li> </ul>	Deferred - Strategic Mental Health Item February 8th 2021
Child Friendly Borough SPD - Update	<ul style="list-style-type: none"> <li>● Katie Glasgow, Senior Adviser Planning Policy</li> </ul>	December 7th 2020
Support for LGBT+ children and young people in school in Hackney (Update)	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> </ul>	Deferred
Hackney Schools Group	<ul style="list-style-type: none"> <li>● Eleanor Schooling, Independent Chair</li> <li>● Annual Report - Autumn 2020</li> </ul>	November 2nd 2020
SEND (i) Performance (ii) Recovery Plan	<ul style="list-style-type: none"> <li>● Nicholas Wilson / Alison Farmer, Head of High Needs and School Places</li> <li>● Annie Gammon, Director of Education</li> </ul>	April 28th 2021
Reducing the attainment gap between Black African, Black Caribbean, Turkish and Kurdish boys and their peers.	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> </ul>	February 8th 2021
Reducing the attainment gap of children attending PVI settings at EYFS	<ul style="list-style-type: none"> <li>● Annie Gammon, Director of Education</li> </ul>	February 8th 2021

## Children & Young People Scrutiny Commission Work Programme June 2020 – May 2021

One off Items agreed from 2020/2021		
Update on exams 2020 and provisions for 2021	Annie Gammon, Director of Education	
Update on childcare provision across Hackney	Donna Thomas, Head of Early Years	

# Overview & Scrutiny

## Skills, Economy and Growth Scrutiny Commission

### Rolling Work Programme June 2020 – April 2021

All meetings take place at 7.00 pm in Hackney Town Hall unless stated otherwise on the agenda. This rolling work programme report is updated and published on the agenda for each meeting of the Commission.

Dates	Proposed Item	Directorate and officer contact	Description, Comment and Action
<b>Mon 8<sup>th</sup> June 2020</b>	Impact of COVID-19 on Local Business	Various Attendees Chief Executive Directorate Policy and Strategic Delivery Sonia Khan Simone van Elk	Commission to hear from local businesses to better understand the shifting financial reality for them since COVID
	Impact of COVID-19 on Local Residents	Various Attendees	Commission to hear from residents to better understand life since COVID.
<b>Mon 20<sup>th</sup> July 2020</b>	Skills, Economy and Growth Scrutiny Commission Work Programme 2020/2021	Chief Executive Directorate Overview and Scrutiny – Tim Upton	Commission to meet, discuss, and agree upon the year's work programme.
<b>Tue 22<sup>nd</sup> Sept 2020</b>	Developing a Skills Offer Fit for Post-COVID-19 Recovery	Chief Executive Directorate Employment and Skills	<i>Commission to discuss Hackney's future skills offer and examine what role the commission can play in the development of the skills offer.</i>
<b>Mon 19<sup>th</sup> Oct 2020</b>	Repurposing Spaces to Support Entrepreneurialism	TBC	Commission to discuss what kind of industries may be able to repurpose space,

			and discuss how best to encourage and assist these endeavours
	Supporting Local Economy	TBC	Commission to meet and discuss how the commission can support the local economy through the pressures of COVID
<b>Mon 23<sup>rd</sup> November 2020</b>	Developing the '15 Minute City'	TBC	Commission to discuss how to encourage and support development of the 15-minute city.
	Town Centre Planning & Consumer Shifts	TBC	Commission to hear and discuss how town centres may be adapting to changes as well as how these spaces will look in the future.
	Emergency Transport Plan	TBC	Commission to discuss the application of the emergency transport plan, its usefulness, and its effect on town centres
<b>Mon 25<sup>th</sup> January 2021</b>	Cabinet Question Time	Mayor's Office	Cabinet question time TBC
<b>Wed 10<sup>th</sup> March 2021</b>	Building Back Better Post-COVID-19	TBC	Commission to discuss how best to cultivate an inclusive, greener economy when building back better post-Covid-19
	Resilience Strategy	TBC	Commission to discuss the council's resilience strategy with a focus on how that's changed since the pandemic.
	Economy Strategy	TBC	Commission to discuss the council's economic strategies moving forward.
<b>April 2021</b>	TBC	TBC	TBC



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